



## CONTINUOUS QUALITY IMPROVEMENT INITIATIVE REPORT 2024-25

*DESIGNATED LEAD:* Daniel Bedard, Director of Quality & Innovation

*QUALITY IMPROVEMENT PRIORITIES 2024-25:*

**Quality Improvement Plan (QIP):** The focus areas of our QIP for 2024-25 were determined based on results from our resident InterRAI Quality of Life (QoL) surveys, publicly reported metrics and indicators, discussions among leadership, our continuous quality improvement (CQI) committee, internal auditing, and both our resident and family councils. The priority areas identified for improvement are:

- **Avoiding unnecessary emergency department (ED) transfers:** ED transfers were prioritized after review of our publicly reported ED transfer data against available benchmarks, as well as our progress toward our previous target. We are refining and continuing change ideas from the previous cycle, including: incorporating an SBAR (Situation, Background, Assessment, Recommendation) format into electronic progress notes for communications to physicians regarding hospital transfers; providing education to residents and family members on the benefits of receiving care in the Village and the risks of transfers to hospital; and a regular review and analysis of our raw hospitalization data to determine trends and better target our educational material and proactive interventions in preventing hospitalization.
- **Reducing antipsychotic use for residents:** The Village will focus on reducing the use of antipsychotics for residents. Our strategy utilizes our Personal Expression Resource Team (PERT) lead and includes: tracking relevant information on antipsychotic use among our residents; review tracker to identify appropriate candidates for reduction or discontinuation; provide in-service education to neighbourhood-facing team members on non-pharmacological interventions and supports to utilize in place of antipsychotic medications; and ensure that new residents receiving antipsychotics are reviewed for reduction or discontinuation within 6 weeks of moving in.
- **“Staff respect what I like and dislike”:** Based on resident feedback from our annual Quality of Life survey, the Village CQI committee and Residents’ Council decided to focus on cultivating and demonstrating respect for residents’ preferences and life experience. Residents expressed through survey feedback that noise on the neighbourhood had become an issue last year, so we will provide training to team members to ensure noise is kept at a minimum, especially during evening and night shifts. We utilize our internal My Experience (ME) form to capture information about residents related to the seven domains of well being. We plan to share information gathered with our team to help encourage more meaningful conversations and relationships with the residents.

Additional priorities include:

- **Improving Team Member engagement through survey action plan:** The Village will continue to focus on improving team member engagement and satisfaction with initiatives informed by annual surveys. An action plan was developed this year based on the results of our most recent survey, conducted from October 16<sup>th</sup> to November 13<sup>th</sup>, 2023. The three key areas identified include: quarterly wellness sessions; adding more time for team member feedback in departmental meetings; creating a strategy to ensure equal communication between all shifts; and reviewing the roles and responsibility of leadership personnel with the team so they can know how to get the appropriate help or support they need.

- **Workforce Dimensions:** A new payroll and scheduling system was implemented in early 2024. This system allows team members to access their schedules from their smartphones including capability to submit time off requests quickly and conveniently. The payroll system is also significantly streamlined compared to the previous system, allowing leadership to spend less time on completing payroll.

#### *PROCESS TO DETERMINE PRIORITY AREAS:*

Priority areas were determined through analysis of Village trends, discussions by leadership and review of the resident InterRAI Quality of Life assessment, conducted annually with residents able to complete the survey. The Continuous Quality Improvement (CQI) Committee is presented with an overview of the gaps, risk areas, and quality improvement initiatives in the Village and its recommendations are sought, both for immediate action plans and for determining the medium- and long-term QI goals of the Village. The Committee approved the priorities in this report at its June 4<sup>th</sup>, 2024 meeting. Our Residents' Council was presented with the priority areas suggested by Village leadership at its March 1<sup>st</sup>, 2024 meeting and approved the suggested focus areas.

#### *PROCESS TO MONITOR AND MEASURE PROGRESS, IDENTIFY AND IMPLEMENT ADJUSTMENTS, AND COMMUNICATE OUTCOMES:*

The progress of quality improvement initiatives in the Village is monitored regularly through our Continuous Quality Improvement committee. The Village Quality lead chairs monthly leadership meetings where the focus areas of the QIP and other ongoing improvement plans are reviewed, tracking data is updated and progress is monitored. Responsibility for specific change ideas and actionable items is established through the QIP workplan. Ad hoc plans are also developed to address gaps or shortfalls discovered by our regular internal auditing and program reviews, which are also reviewed at our monthly Quality meeting with leadership. The approval and input of our Resident Council is sought for our QIP, and the progress and outcome of the plan are shared with the councils.

#### *RESIDENT & FAMILY/CAREGIVER EXPERIENCE SURVEYS:*

Schlegel Villages measures resident and family/ caregiver experience using the interRAI Self-Reported Quality of Life Survey and the interRAI Family Survey on Quality of Life. The survey is made up of a number of statements, and participants are asked to respond with how frequently the statement is true for them – Never, Rarely, Sometimes, Most of the Time or Always. The validated surveys are used internationally and allow for benchmarking across organizations and countries.

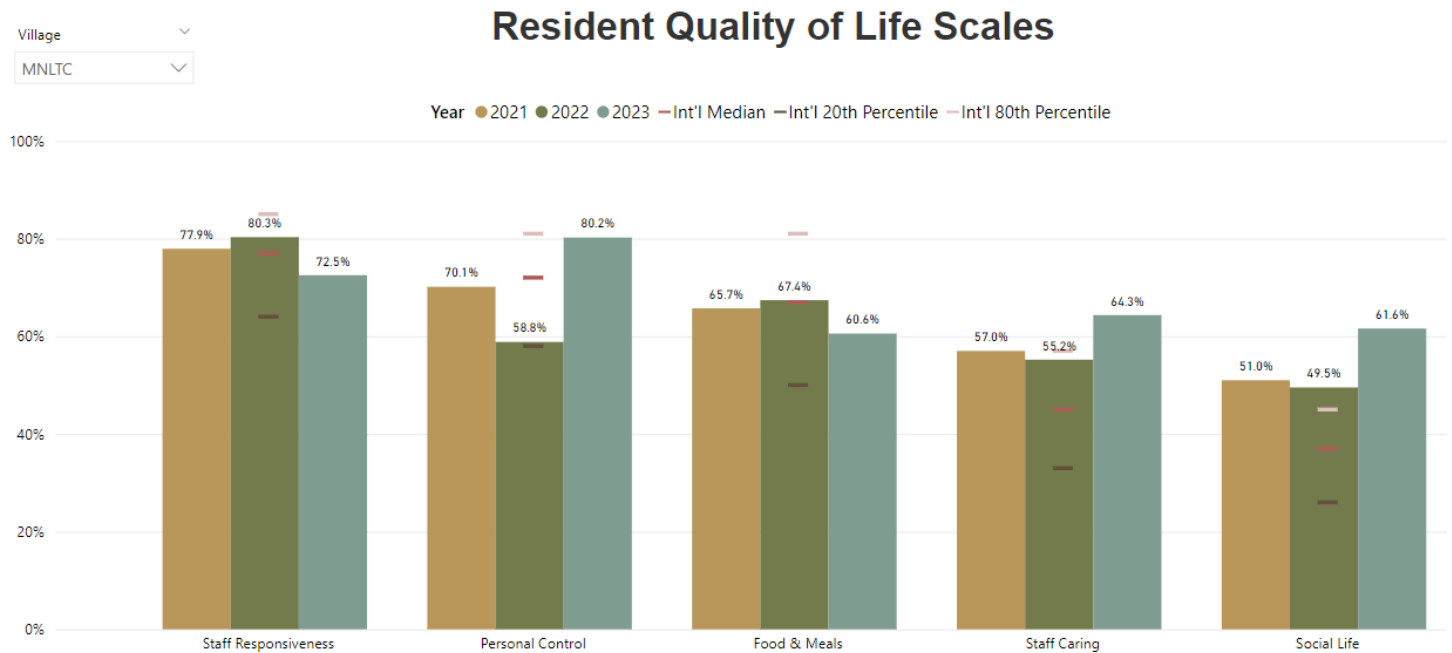
Residents who are able are given the opportunity to complete the survey annually around the anniversary of their move-in date. To help eliminate bias, the surveys are conducted year-round (January to December) as opposed to being confined to one period of time.

*Family survey:* Families (or friends/caregivers) were provided an electronic copy of the survey on November 3<sup>rd</sup>, 2023 via e-mail and encouraged to complete online or return a paper copy. The survey closed December 31, 2023; we received a low percentage of responses. Due to low participation, the Village continues to explore strategies to improve family participation in the survey, such as informational posters or offering the survey as part of the annual care conference process.

#### *Results of the surveys:*

*Residents:* The interRAI Self-Reported Quality of Life Survey is designed to capture residents' perspectives of life within long-term care. This survey is recognized globally and helps us compare our performance over time and against others. In the survey, residents answer questions about how often certain statements are true for them. InterRAI has created 5

scales, aggregating correlated statements. A snapshot of the report is included below, along with a brief overview. International benchmarks are from 2018. As a village, 3 of the scales are within the international benchmarks, staff responsiveness, personal control and food and meals. Both caring staff and social life are above the international 80<sup>th</sup> percentile in 2023. We had 30 residents participate in the survey in 2023 compared to 27 in 2022.



**Staff Responsiveness Scale (8 items; max score 24):** This scale assesses how residents perceive the responsiveness of our teams, covering aspects like getting help, receiving needed services, and being treated with respect. In 2023, we improved on the question, “If I need help right away, I can get it”, increasing from 70% in 2022 to 87% in 2023. Opportunities for improvement identified were, “Staff respect what I like and dislike” which dropped from 89% to 60% in 2023, and “The care and support I receive help me live my life the way I want”, which dropped from 85% to 60% in 2023.

**Personal Control Scale (8 items; max score 24):** This scale measures how much control residents have over their daily activities, including going outdoors, choosing activities, and deciding on personal matters. Our residents’ responses were extremely positive when it came to daily decisions. We made significant improvements on six questions within this domain. Residents being able to easily go outdoors, and going where they want on the spur of the moment (2023 scores were 70% and 77% respectively). Controlling who comes into their rooms improved from 48% in 2022 to 80% in 2023. Residents reported more positivity related to their decisions about when to go to bed and what clothes to wear (increased to 93% and 90% respectively in 2023). The ability to be alone when they wish was also improved, as 93% of residents responded positively in 2023 compared to 40% in 2022.

**Social Engagement/Life Scale (10 items; max score 30):** This scale evaluates residents' social interactions and engagement, looking at aspects like participating in activities, making friends, and experiencing meaningful connections. 67% of residents responded positively to “I have the opportunity to explore new skills and interests” in 2023, compared to 33% in 2022. 73% of residents felt it was easy to make friends here and 63% felt they had people to do things together with them (up from 56% and 44% respectively in 2022).

**Food Scale (3 items; max score 9):** This scale gauges residents' satisfaction with food, including their favorite meals, meal variety, and enjoyment during mealtimes. “I enjoy mealtimes” improved from 82% in 2022 to 87%

in 2023. We have an opportunity for improvement with both favourite foods (decreased from 67% to 37% in 2023) and variety in meals (decreased from 74% in 2022 to 47% in 2023).

Caring Staff Scale (5 items; max score 15): This scale focuses on residents' perceptions of the team's friendliness, communication, and responsiveness to their needs. Improvements were noted in "some of the staff know the story of my life" (increased from 19% to 33% in 2023) and "staff take the time for a friendly conversation with me" (increased from 59% in 2022 to 77% in 2023).

#### *How the results were shared:*

The survey results were reviewed with Resident Council on February 20<sup>th</sup> 2024 and Family Council on April 16<sup>th</sup> 2024 as well as team members at our Town Halls and departmental meetings.

#### *QUALITY IMPROVEMENT IN 2023-2024:*

Maynard's 2023/24 CQI Initiative report identified three key focus areas for improvement:

- 1. QIP Goals:** The 2023/24 QIP was a core aspect of the increased focus on quality improvement in the Village. Regular meetings and a dedicated quality lead allowed for more effective monitoring of the ongoing priorities. Significant improvements were made over the course of the QIP cycle, including:

Dedicated evening recreation team members to provide residents with more opportunities for engagement. Regular evening programming was greatly appreciated by our residents – positive responses to the statement "Enjoyable things to do in the evening" increased from 14.8% in 2022 to 63.3% in 2023. We have made improvements on "enjoyable things to do" on evenings and weekends by adding resident directed one to one programs and community outings such as Trinity Bellwoods Farmers Market, by adding new programs such as pet therapy and increasing our competitive game hours.

The Village also offered LIMT supportive approaches to care.

The Village received a 3-year accreditation through CARF after survey completed in August 2023.

Improvements could be seen in our dining experience by addition of new larger dining tables in all three dining areas.

Enhancements were made in the residents' suites with the addition of new bed side tables.

In the area of environmental initiatives, upgrades were completed for our elevator and a new fire monitoring system was added.

- We were able to reduce our antipsychotic medications from 24.5% to 22.6% through tracking and regular medication review between April 30<sup>th</sup> and September 30<sup>th</sup> 2023. Over the course of the year, we reduced rates from 24.5% to 22.6%. This process is still ongoing and being refined through regular practice and review.
- Our PERT lead developed in-service education on non-pharmacological interventions for neighbourhood-facing team members and held sessions with all shifts on August 24<sup>th</sup> and 27<sup>th</sup>, 2023. These sessions provided valuable guidance and strategies for care-givers to provide non-pharmacological care alternatives to the use of antipsychotics.
- We implemented new processes to support our initiative to reduce unnecessary hospital transfers. The Village began in mid-2023 using the hospital tracking module in Point Click Care, our clinical documentation and information suite, and trained nurses on the use of SBAR (Situation, Background, Assessment, Recommendation) format for accurate communication with the physician in the event of a resident's transfer to hospital.

## **2. Improving Team Member engagement:**

- As part of Schlegel Village's ongoing commitment to team member engagement and job satisfaction, a team member survey was conducted from October 11<sup>th</sup> to November 11<sup>th</sup>, 2022. Upon reviewing the results, Village leadership developed an action plan to address the areas highlighted by team members as needing improvement.
  - Fitness challenges with prizes to encourage wellness and a healthy, active lifestyle.
  - Raising awareness of our employee assistance program offered by Homewood Health, by installing an information board with flyers and brochures.
  - Town Halls held by leadership to provide team members with up-to-date policy and practice information, and to give them an opportunity to have their voice heard and generate discussions amongst themselves and with Village leadership.
  - Performance reviews being provided regularly by department leaders in order to provide meaningful feedback to team members, provide effective coaching and encourage potential growth opportunities within the organization.

## **3. Advertising to family members their right to form a council**

- In order to provide more support to families and caregivers, the Village began scheduling its Resident Support Coordinator on Saturdays, when most visits occur. This improved our ability to advertise the right to form (and encourage the formation of) a Family Council for the first time since 2019, and they have continued to meet regularly since February 21<sup>st</sup>, 2023.