

CONTINUOUS QUALITY IMPROVEMENT INITIATIVE REPORT 2024-25

DESIGNATED LEAD: Cheryl Ridler, Director of Quality and Innovation

QUALITY IMPROVEMENT PRIORITIES 2024-25:

1. Reduce the number of potentially avoidable emergency department (ED) visits.
2. Improve the percentage of residents who respond positively to the statement: "I can express my opinion without fear of consequences".
3. Reduce the percentage of LTC residents not living with psychosis who were given antipsychotic medication.
4. Improve the percentage of residents who respond positively to the statement: "I have the opportunity to explore new skills and interests."
5. Improve the percentage of residents who respond positively to the statement: "Some of the staff know the story of my life."

PROCESS TO DETERMINE PRIORITY AREAS:

1. Reducing the number of potentially avoidable emergency department (ED) visits continues to be a priority based on feedback from our Quality Improvement Committee, and in alignment with organizational and village priorities. The village was able to improve performance last year, however, we have further work to achieve our goal. Focusing on this initiative for the current year will allow the village more opportunity to minimize the potential for significant health risks and uncomfortable experiences posed by ED transfers.
2. In our 2023 Quality of Life survey, 63% of residents responded positively to the statement "I can express my opinion without fear of consequences", which is below median of 76%. The village was unable to improve on this indicator last year. As previously expressed by Residents' Council, this indicator is an area that residents would like the village to improve upon, and will remain a priority for 2024/25, which is supported by our CQI Committee.
3. Reducing the use of antipsychotic medications for residents that may not require them will result in positive outcomes, including reducing side-effects. Based on discussions during our Quality Improvement Committee and review of our Canadian Institute of Health Information (CIHI) quality indicator data, the village, in collaboration with the CQI Committee chose to continue our work on this important initiative. The village is striving to meet the provincial average and will continue make this a priority for 2024/25.
4. Our Quality Improvement Committee has made recommendations on ways to improve on items from our Quality of Life resident survey. In 2023, 34% of residents responded positively to the statement: "I have the opportunity to explore new skills and interests, which is slightly below the organizational

average of 36%. Based on recommendations from our Quality Improvement Committee, the village has chosen this as an area of focus for the upcoming year. Enhancing our recreation program to include new activities and experiences in addition to activities previously enjoyed by our residents can provide them with a greater sense of purpose and fulfillment.

5. Our organization is guided by several aspirations, including “Foster Authentic Relationships”. In our 2023 Quality of Life survey, 33% of residents responded positively to the statement: “Some of the staff know the story of my life.” Our Quality Improvement Committee has provided suggestions on ways to improve on this survey statement, which will allow our team members to connect with, and learn about the life stories of our residents in order to build authentic relationships.

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

1. Analyzing data and identifying trends using our electronic health-record software allows the village to identify leading causes of potentially avoidable ED transfers, and discuss these findings at our Quality Improvement Committee meetings. Providing education to our nurses on the leading causes of ED transfers, and communicating village trends to our physicians will increase awareness. Registered team meetings held throughout the year will provide regular education sessions to maximize learning opportunities for our clinical team. A focus on falls prevention aims to reduce one of the common causes of ED transfers.
2. Residents’ Council meetings are an effective way for residents to provide feedback on the care and services here at the village. Residents are encouraged to attend Residents’ Council upon moving into the village and before each monthly meeting. Our goal is to have representation from all neighbourhoods. The village has also sought guidance from the Ontario Association of Residents’ Councils (OARC) in order to improve attendance. The village will seek resident feedback throughout the year on ways to make residents feel comfortable expressing their opinion in hopes of improving the results of this survey question.
3. Tracking antipsychotic use for our current residents and identifying those who may be eligible for a reduction in their medication, will allow our physicians to make adjustments where appropriate. Identifying new residents taking antipsychotic medication will allow our physicians and our PERT team to monitor them as they adjust to their new environment. Tracking the number of residents who have had a reduction in or discontinuation of their antipsychotic medication will allow the village to measure progress.
4. Creating opportunities for meaningful and shared activities is one aspiration that the organization strives for on an ongoing basis. Monthly recreational planning meetings held with residents allow for opportunities to incorporate activities of their choice. Use of vision boards can be helpful in providing inspiration and prompt creativity. The village aims to trial two new activities or outings each month in order to give residents opportunities to explore new skills and interests. The village will measure progress using the number of positive responses to this survey statement.
5. Learning about our residents’ life stories can help build connections between residents and our team members. The village will be implementing a “Top 10” list beginning with our Nichol neighbourhood. Residents will be encouraged to share their top 10 most important facts that they wish to share with others, which will be framed and displayed in each resident’s room. Team members will also be

encouraged to spark conversation with residents and ask questions about their past when providing care or during interactions throughout the day. Our progress will be measured using results of this year's Quality of Life survey.

Progress towards our goals for each initiative will be shared during our quarterly CQI Committee meetings.

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.

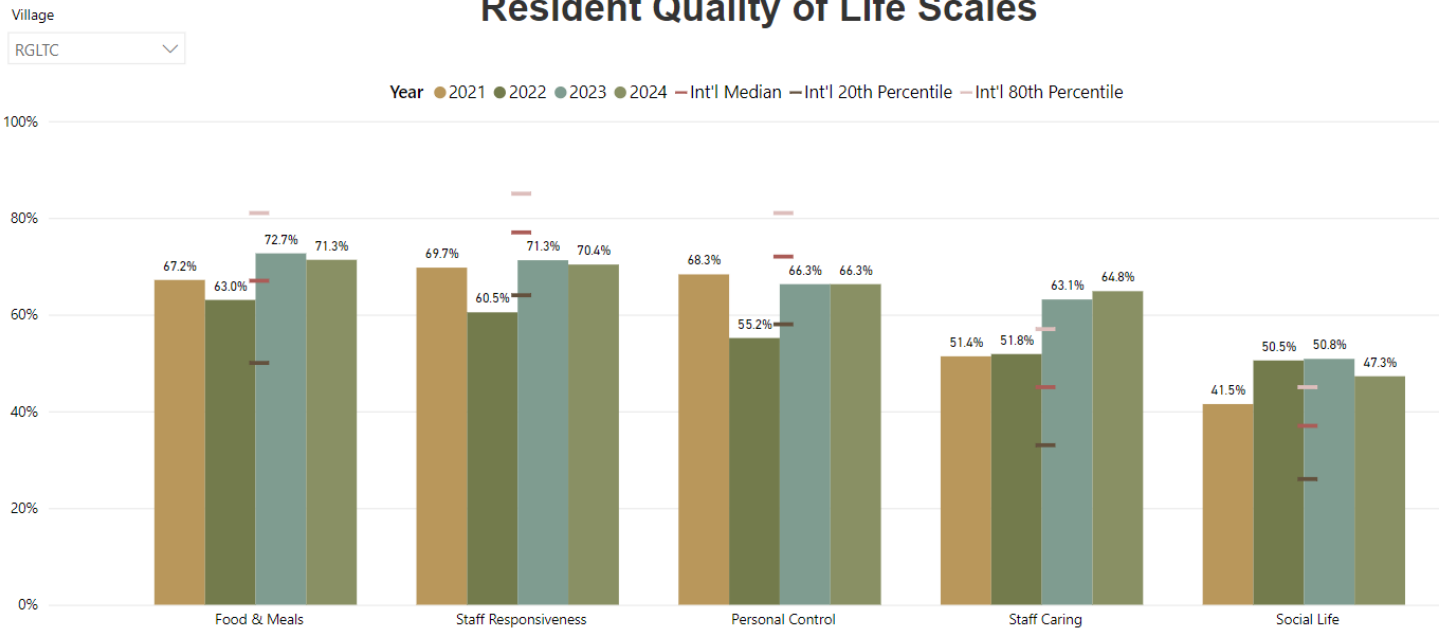
Resident survey: Residents who are able, are given the opportunity to complete the survey annually, around the anniversary of their move-in date. Surveys are run year-round (January to December) to help eliminate bias. New residents moving into the Village are ideally offered a survey twice in their first year; three months after moving in and then again around their anniversary. In 2023, 201 surveys were completed, compared to 61 the previous year.

Family survey: Families received an invitation from our General Manager via email on October 6, 2023. To support multiple avenues to complete, the survey was offered electronically as well as in paper format. The survey campaign closed on October 20, 2023. We received 23 completed surveys in 2023, compared to 30 the previous year.

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, we exceed the 80th percentile on both the caring staff scale and social life scale. We are above the median for food and meals and within the band of performance (international benchmarking) with both staff responsiveness and personal control.

Resident Quality of Life Scales



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, residents reported greater positivity for our response times when they needed help (70% up from 45% in 2022), the attention received (79% up from 69% in 2022) and treatment with respect from our team members (83% up from 79% in 2022). Opportunities include increasing frequency for receiving the support to live their lives how they choose (54% down from 59% in 2022) and receiving health services they need (60% down from 69% in 2022).

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. Residents felt more positively for their ability to bathe or shower as often as they wanted (increasing from 44% in 2022 to 53% in 2023); making decisions on who comes into their room (increasing from 54% in 2022 to 65% in 2023) and being alone when they wished (increasing from 56% in 2022 to 76% in 2023). Opportunities within this scale included deciding when to go to bed (78%) and what clothes to wear (76%) as they haven't returned to 2021 levels.

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. Improvements in 2023 included enjoyable things to do on weekends, improving from 46% in 2022 to 53%. Responses to another resident here is a close friend increased from 38% in 2022 to 60%. Residents also felt they had more people to do things together with – positive responses increased from 44% in 2022 to 52%. Our opportunity within this scale was having the opportunity to explore new skills and interests – decreasing from 48% in 2022 to 34%.

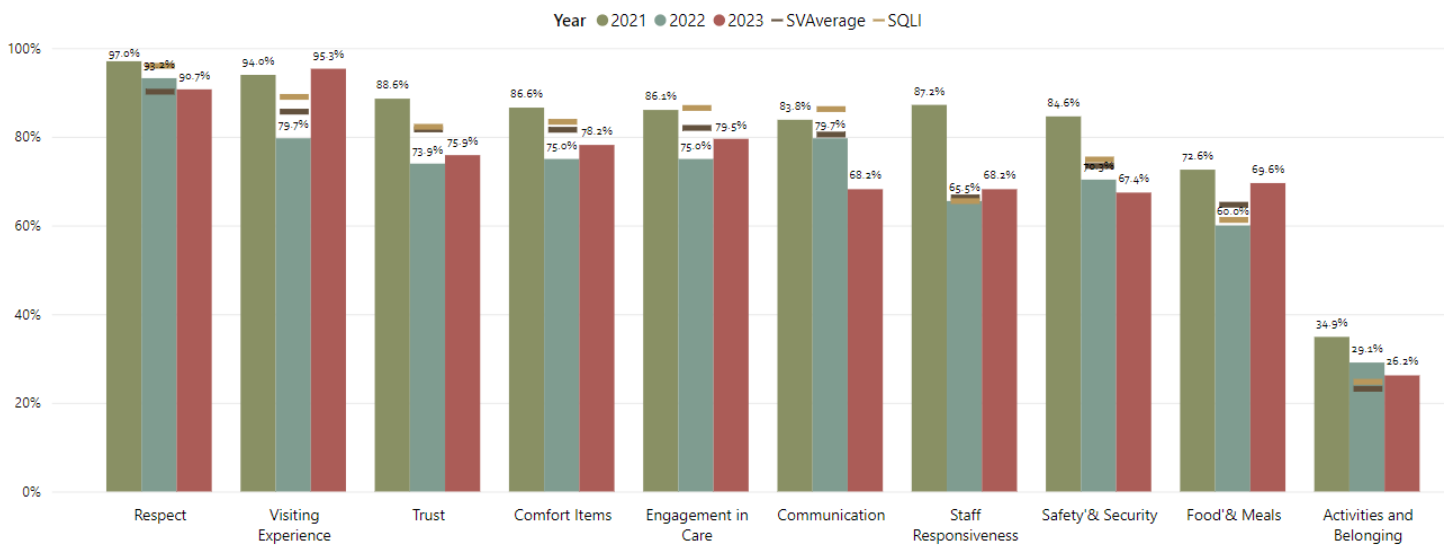
Food Scale (3 items; max score 9): This scale gauges residents' satisfaction with food, including their favourite meals, meal variety, and enjoyment during mealtimes. We improved on all three questions within this scale.

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. Positivity significantly increased in residents feeling the team took time for friendly conversations more often than in the past year – increasing from 44% in 2022 to 74% in 2023. We also saw improvements in friendships with team members (increasing from 53% in 2022 to

65% in 2023) and our team asking how residents needs could be met (increasing from 43% in 2022 to 57% in 2023). The team knowing the story of resident’s life remains at approximately 33%.

Family: The interRAI Family Survey on Quality of Life was developed to measure family members’ experiences and perspectives. Families are asked 25 questions, 12 are core items which are similar with the resident survey, and 13 are unique to the family experience. Similar to residents, families are asked how often the statements are true. Positive response rates are “most of the time” and “always”. Results are summarized by domain. As a village, we performed well in the majority of domains and are at or above available benchmarks. Improvements were noted in the visiting experience domain, comfort, trust, engagement in care, and food & meals. Opportunities for improvement include the activities and belonging, and communication domains.

Family Survey Domains



How the results were shared:

Our Quality of Life survey results were shared at Residents’ Council on January 18, 2024. The Quality of Life survey results were also shared with Family Council on February 20, 2024 through a response to previous meeting minutes. Our Family survey results were shared with Family Council via email on December 1, 2023. Our Quality Improvement Committee reviewed results of the Family survey on December 4, 2023, and our Quality of Life Survey on February 12, 2024. Quality of Life survey results were also available to residents, team members, and families through posted council minutes, as well as on one of our posted material boards on Main Street.

QUALITY IMPROVEMENT IN 2023-2024:

Our falls prevention program was successful in applying several interventions that reduced or eliminated falls for our residents. In November 2023, falls prevention communication boards were implemented, highlighting residents who were high-risk for falls as well as team member education sessions on falls prevention during Neighbourhood Team Development meetings. Following the postponement of falls committee meetings during the pandemic, quarterly meetings were reinstated in December 2023. Monthly interdisciplinary neighbourhood huddles began in January 2024 to review falls from the previous month. Regular neighbourhood audits of falls interventions began in March 2024, and a new hip protector process was initiated to all neighbourhoods throughout March and April 2024.

Infection prevention and control (IPAC) remained a focus throughout 2023. Hand hygiene and personal protective equipment audits were completed monthly, as well as IPAC audits. Results of these audits were shared at leadership

meetings throughout the year, as well as during our Professional Advisory Committee (PAC) meetings, and at our Quality Improvement Committee meetings. Registered team member education was held throughout the year that included an IPAC focus. Additional education and auditing were also implemented for each outbreak during the course of the year. Throughout 2023, existing team members completed their mask-fit-testing to ensure proper fit of their respirator mask. A new process for completing mask-fit testing for newly hired team members was implemented to ensure new team members are prepared for potential outbreaks.

The village implemented several initiatives from the Living in My Today Enjoyable Mealtimes program to improve the overall dining experience within the neighbourhoods in 2023. In May 2023, the use of carts in the dining room was decreased by utilizing only 1 cart for both cold and hot beverages as well as serving soups on trays. In July, some neighbourhoods began placing water on the tables prior to the start of the meal. The addition of iPads used for checking diet orders during snack service began in August 2023. Pre-plated desserts served on trays was initiated in October 2023. Team members were encouraged to reduce overall environmental noise in the dining rooms throughout the year to create a pleasant ambience. Our progress was reviewed by leadership team members on a biweekly basis during the course of the year, and adjustments made based of feedback from residents.

Throughout the year, residents who passed were commemorated on their own neighbourhoods. Families of those residents were also offered a "Dignity Walk" where team members and fellow residents are invited to gather together to honour the life of a resident who has passed as they leave the village for the last time. The village has also improved our internal memorial service experience by offering a virtual option for those who are not able to attend in person. Our music therapist also supports our memorial service by bringing the benefits of music to support those grieving the loss of a loved one.

In 2023, the village was able to reduce the number of potentially avoidable ED transfers, however, in quarter three of 2023, the village remained above the provincial average. We were able to identify the main causes of potentially avoidable ED transfers, and communicate these trends to our physicians and clinical team. Team member education remained a focus, and additional support was provided to our nursing team by our Nurse Practitioner who worked along side our physicians to focus on early diagnosis and treatment of acute conditions.

Beginning in May 2023, any new resident moving into the village receiving antipsychotic medication was referred to our Personal Expression Resource Team (PERT). Current residents receiving antipsychotic medication were also reviewed by their physician throughout the year. In August 2023, residents who had an increase in their depression rating scale were also referred to the PERT team to assess their risk for depression and the possible impact on their personal expressions. Also in August 2023, our PERT team reviewed residents with "as needed" orders for antipsychotics not used in the previous three months, and referred these residents to their physician for review.

Our Councils provide a forum for residents and families to provide input into village operations, and also allow for communication between residents, families and the village.

Our Quality Improvement Committee supported the implementation of our initiatives throughout the previous year. The Committee reviewed our 2022/23 Continuous Quality Improvement Initiative report on June 26, 2023. Our 2023/24 Continuous Quality Improvement Initiative report was reviewed by our Quality Improvement Committee on June 3, 2024.

Other improvements made in 2023:

Riverside Glen and Schlegel Villages was awarded a three-year accreditation from The Commission on Accreditation of Rehabilitation Facilities (CARF) in August of 2023. Areas of strength were highlighted, include our organization's strategic priorities, and our commitment to recruitment and retention of quality team members following an in-depth assessment of all aspects of village operations by the CARF surveyors.

In May 2023, the village was able to acquire a full-time Nurse Practitioner who works in collaboration with our physicians to provide enhanced clinical support through timely resident assessment and treatment of acute conditions and management of chronic illnesses. Our Nurse Practitioner also provides team member education, and is a valuable resource for enhancing the knowledge and assessment skills of our registered team. Our Nurse Practitioner was introduced to Family Council on September 14, 2023, and she discussed her role, and how it differs from the role of our physicians.

Our Volunteer Support Services Coordinator position began in February 2023, which allowed for an improved onboarding process for both new volunteers, new team members as well as students completing placements within the village.

Beginning in August 2023, improvements were made to our continence program. This included improving the distribution and storage of incontinence products, as well as team member education regarding product usage and documentation. A family satisfaction survey was also sent out to seek feedback on our continence program. These improvements were shared with our Quality Improvement Committee in late August 2023.

In the fall of 2023, our village implemented a new full-time master schedule for personal support workers and nurses. This hybrid schedule contains a variety of positions incorporating eight-hour or twelve-hour shifts. This improved schedule increased the percentage of full-time team members while offering flexibility and choice for our team members. Additionally, the increase in full-time positions allowed for greater staffing stability, consistency in neighbourhood teams, and reduced agency use.

The village offers several on-site services that offer residents treatments in the comfort of their own home. At the beginning of 2023, an on-site dental hygienist was acquired, who can provide dental cleaning services in our resident's own room. In October 2023, the village had our first spasticity clinic to provide treatment to residents with muscle contractures. These new services, in addition to our existing on-site services, provide a proactive approach to wellness