

Let's Make Healthy  
Change Happen.



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



3/16/2016

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.

[ontario.ca/excellentcare](http://ontario.ca/excellentcare)



## Overview

As the first year of publicly reporting of our QIP draws to a close, the staff and residents of Greenwood Court are evaluating progress made over the past year and identifying areas for continued growth, based on the direction that will best serve our customers.

As an organization, we are evaluating our Mission Statement. The goal is that all staff can not only recite the Mission but explain how their role, within the community of Greenwood is vital to the Mission statement.

Customer Service remains a priority in improving care for at Greenwood Court. The CARE education started the conversations and in the 2016/2017 year, we will continue to build on that foundation. As our resident needs change, we must respond appropriately, while continuing to move away from "staff routines". One focus for 2016/2017 will be to allow residents to "get up" and go to the bed when they want, as requests in our recent Resident Family Satisfaction Survey.

In 2016/2017, Greenwood Court will continue to strive to maintain their 2015/2016 success in decreasing the number of inappropriate antipsychotic medications which was attained through a team approach with front line staff, registered staff, rec staff, pharmacist and physician.

Our home has experienced a 45% turnover of residents in our Memory Care unit which has stimulated staff creativity as we strive to meet each new resident's unique care needs. Sharing successes has been a priority as well as accessing additional resources such as the Alzheimer's Society to promote thinking outside the box in meeting resident care needs. The Christmas tree on this unit was an ideal impromptu program, as residents would take the decorations off the tree, pack them away in boxes and then, later in the day, put the decorations back on the tree. Other enhancements to this home area have been making the Snoezelen Cart accessible when needed, for all staff and family members, initiation of the Music for Memories program, "activities on the go" which sees Recreation staff engage residents where they are, in whatever tasks they wish, redesigning the lounge space to include a plant area where residents can look after the plants; a baby area, with a bassinet and a change of clothes for the therapy dolls and an area for games, music etc. Old musicals or sing-a-longs are favourites on the TV for the residents who gather in this area.

Staffing changes have resulted in newer staff working in various areas of the home. A priority for 2016/2017 is to promote continuity of care within the home areas, which may require a realigning of the staff schedules.

## QI Achievements From the Past Year

Over the past year, Greenwood Court has travelled the Quality Path, focusing on improving the quality of life for our residents, their families and our staff. Our greatest success has been with the Music for Memories program where to date, 29 residents now have access to their own i-pod, which is loaded with music that brings back special memories for them. All levels of staff assist residents with operating their iPods, ensuring that the devices are charged and ready for the next time they are needed. We have been blessed to have donations of iPods or of monetary donations that allowed us to purchase music and head phones, supporting us to move this project forward.

The residents who live in our Memory Care unit have had several losses over the year as we have seen a 45% turnover of residents in this area. As new residents moved into this home area, a new community formed and staff have welcomed the need to change the home to meet the needs to our residents who now live there. This included: the Christmas Tree that became an activity in itself, as it was decorated and undecorated daily; the gardens that were regularly swept clean of the mulch and plants that were dug up and transplanted; the therapy dolls that are loved and cuddled by many, and then put to bed in the bassinette; and the friendships that have formed while walking and talking about old memories. Teepa Snow education and staff sharing what works and what doesn't, has been critical. Support from our Behaviour Support Ontario Leads has helped staff to model improved approach techniques. The change to 1:1 programming by Recreation staff in this area has been a key component in the success of this initiative. Although this is just an initial step, we will continue to learn and grow in this area. That said, it is rewarding for all to see the successes to date.

## Integration and Continuity of Care

As we continue to see a higher acuity level of care required for our residents, the Staff and Leadership Team of Greenwood Court collaborate with partners in the community to access resources to promote quality care. This past year, 5 staff were certified with the Music for Memories program. This program utilizes the philosophy that one of the last memories people lose is music, and that music can be used to engage a resident or to provide comfort for a resident who is lonely or end of life. To date, 29 of our 45 residents have received an iPod, with resources in place for another 10 residents to receive an I-pod by mid- February, 2016. All levels of staff have welcomed this project, promoting the use of the iPod when they see a resident's behaviours escalating.

Our anti-psychotic medication initiative, completed in partnership with our consulting pharmacy, Remedy's Rx, increased staff awareness of appropriate prescribing techniques. An important focus was the sharing of interventions that could be used by all staff, as a first response, rather than immediately turning to medication interventions. Teepa Snow education was included as a part of nursing staff education in the spring, 2015 and as part of mandatory education for all staff, throughout the year. This valuable education sparked conversations on various alternate techniques for care that may be more effective for individual residents.

In the fall of 2015, the Alzheimer's Society was invited to Greenwood Court to present to residents an education session called "What is Dementia?" The sharing of this valuable information took place to help residents increase their understanding of the dementia journey, which some of their co-residents are on, while providing opportunity for those present to have their questions answered.

The Local Health Integration Network, (LHIN) CARE training was completed by 85% of our staff. This training brought to light the importance of taking the time to ask the resident, "Do you need anything from me before I leave", which not only reassures the resident, but also assures the staff that the resident is safe and comfortable prior to the staff moving on to care for the next resident. This base knowledge will be built upon, as we continue to grow our customer service program throughout the home.

Greenwood Court's Director of Care was fortunate to attend the Building Momentum, Leading Change in Long Term Care Conference in November, 2015. This conference, which was hosted by the Bruyère Centre, in Ottawa, was presented by the Ministry of Health and Long Term Care funded Centres for Excellence for Learning, Research and Innovation in Long Term Care in Ontario (a.k.a. RIA). Key points identified from this session related to Ontario's aging population and the importance of offering the correct care for the needs of this population, as they make the transition to Long Term Care. Research into LTC villages in Europe identified steps that can be taken to continue to improve the quality of life of our residents. Relationships with the RIA are very valuable, in allowing homes to learn from the research being completed through these centres, which can be adopted and implemented within our communities of care.

### **Engagement of Clinicians, Leadership & Staff**

In 2015 a Quality and Risk Management Committee was created by the Board of Tri-County Mennonite Homes (TCMH) to oversee this area for their three divisions, Aldaview Services, Greenwood Court and Nithview Community. This Committee is comprised of Greenwood Court's Director of Care, Nithview Community's Executive Director, a staff member from Nithview, the organization's Consultant Pharmacist, a retired Nursing Instructor and three TCMH board members. This Committee reviews the QIP and its related progress, as well as other quality programs and provides valuable feedback to the divisions. This process also occurs at the home level with Greenwood Court's Quality Committee, which includes front line staff, as well as the Leadership Team. The goal for 2016/2017 is to increase the number of front line staff on the Greenwood Court Quality Committee.

Greenwood Court has been granted funding for a Nurse Practitioner to be shared with another local LTC home, Knollcrest Lodge. The Nurse Practitioner will play a key role in our quality programs and education within our home.

Staff meetings provided a forum for staff feedback and input into the completion of the 2016/2017 QIP. A focus for the coming year will be team huddles-brief daily meetings to discuss quality and to celebrate the successes we as a team have achieved. 2015/2016 saw numerous advancements and changes however, we did not celebrate these successes as a home, and plan to make this a priority for the 2016/2017 year.

Greenwood Court's internal process of weekly RAPS (Resident Assessment Protocols) meeting, along with monthly Resident Care meetings, provides opportunities for interdepartmental feedback and evaluation on care initiatives for individual residents.

## **Resident, Patient, Client Engagement**

Resident feedback is a priority in the completion of our QIP. Resident involvement in our Quality Committee meetings was initiated in 2015 and this involvement will continue to be important in the 2016/2017 quality journey. Greenwood Court's Resident Council invited the Director of Care to a Resident Council Meeting where Quality Initiatives were reviewed and where residents were requested to provide feedback related to planning for the upcoming year. Residents' families have been invited, via communication boards and emails, to give feedback into this process.

Over the 2015/2016 year, residents with a CPS( Cognitive Performance Scale) score of 3 or lower were interviewed by the Director of Resident Services, utilizing the Resident Interview from the RQI (Resident Quality Inspections), as well as incorporating satisfaction questions such as "Would you recommend this home to others?" This process will be reviewed for 2016/2017 year to verify that the appropriate survey questions are being asked and to identify residents who could not be interviewed with the goal of developing methods of gathering data from these residents.

A Resident/ Family survey was also completed in the fall of 2015 with results received in February, 2016 at the home level. These results will be analyzed to identify priority goals for the upcoming year.

A Resident Food Committee, which was a priority for our residents for 2015, was successfully implemented in August 2015. Changes were made to the process for "snack cart", based on feedback from residents and their families. This change initiative will continue to move forward in 2016/2017.

End of Life Surveys are also providing valuable feedback to the care residents and their loved ones receive at End of Life. We have adopted this as a focus for our QIP for 2016/2017 as we continue to increase our knowledge base and comfort level in providing End of Life care.

## 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

**ORIGINAL SIGNATURES ARE ON DOCUMENT POSTED IN THE HOME**

Board Chair / Licensee or delegate : \_\_\_\_\_ Michael Steinmann

Administrator /Executive Director : \_\_\_\_\_ Joyce Penney

Quality Committee Chair or delegate : \_\_\_\_\_ Judy Johnson

Chief Executive Officer: \_\_\_\_\_ Stephen Lichty

Director of Care: \_\_\_\_\_ Mary Anne Weller