

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 22, 2024



OVERVIEW

The following operational plan has been developed to monitor the activities undertaken towards meeting its continuous quality improvement goals. This tool is an extension of the Strategic Plan, designed to guide the implementation of the broader strategic directives and continuous quality improvements. The operational plan fosters a shared vision of priorities amongst residents, families and team members, in the pursuance of continuous quality improvement objectives. Victoria Gardens' number one priority is providing quality resident care based on Victoria Gardens' mission statement. Victoria Gardens provides holistic care that is based on respect, honesty, integrity, trust, and teamwork.

The integrated Continuous Quality Improvement Committee is responsible for establishing and monitoring the Continuous Quality Improvement Plan. Victoria Gardens collects data from various sources (emerging trends, past experience, feedback evaluations and patient safety statistics) to conduct a multilayered risk analysis through which risks are identified and prioritized. The organization-wide action plan with targeted objectives and strategies is developed to mitigate detected risk, enhance quality, and improve safety throughout Victoria Gardens. The plan is subject to regular monitoring to ensure objectives are being met and activities remain conducive to our broader strategic directives.

As part of the Healthcare System, Victoria Gardens works with Health Ontario to participate in the QIP program.

Our Quality Improvement Program will continue to focus on a small number of quality issues that are important to the health care system. The QIP priority indicators were developed in consultation with the Ministry of Health, the Ministry of Long-Term Care, and

other teams across Ontario Health.

In 2024/2025 Victoria Gardens will pursue the following QIP Objectives as part of its Continuous Quality Improvement Process.

Long-Term Care QIP

1. Percentage of potentially avoidable emergency department visits for long term care residents.
2. Resident experience:
 - a. Do residents feel they have a voice and are listened to by staff?
 - b. Do residents feel they can speak up without fear of consequences?
3. Percentage of long-term care residents not living with psychosis who were given antipsychotic medications.

ACCESS AND FLOW

Throughout 2023/2024, Victoria Gardens worked closely with its community partners and key stakeholders to deliver the most appropriate, high-quality services to its residents. These initiatives will continue in 2024/2025.

Victoria Gardens works directly with Ontario Health, the HCCSS, area hospitals, the Department of Public Health, and other community health providers with the goal of providing an interdisciplinary continuum of long-term care.

Specific protocols and processes have been developed to ensure Residents receive seamless access to services when and where they are needed. This involves sharing of key information on a timely basis with all stakeholders including the resident, family and service provider to facilitate informed decision making.

EQUITY AND INDIGENOUS HEALTH

Health Equity

In the provision of its clinical services, Victoria Gardens embraces the principle of Health Equity. Health Equity is the state in which everyone has a fair and just opportunity to attain their highest level of health. As a long-term care provider, Victoria Gardens recognizes that, in conjunction with its partners, they play an important role in advancing health equity by addressing social determinants of health and improving fair and just practice through science, programs, policies, and other interventions.

Indigenous Health

Victoria Gardens understands that individuals from Indigenous communities face distinct barriers to accessing health services and is committed to supporting Indigenous Residents with culturally appropriate services that are delivered in a supportive and non-judgmental environment.

Staff will undergo competency training to develop the skills to maintain an inclusive and supportive environment and understand the specific challenges faced by Indigenous Residents.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Victoria Gardens is committed to providing holistic resident centred care that encourages residents and families to make their own decisions and choices.

Victoria Gardens believes that residents and families are essential allies to ensuring quality and safety of care. As such, the Home is guided by a variety of policies and procedures that encourage resident and family involvement in all areas of care and quality

improvement. Care planning initiatives are structured according to our client-centered approach, wherein residents and families are encouraged to participate in the development, implementation, review and revision of their plan of care.

Victoria Gardens encourages team members to engage in ongoing dialogue with residents and families to ensure they are satisfied with the service delivery and quality of care provided and solicit input for the purpose of quality improvement.

Resident and Family Councils provide a platform for members to express their perspectives and knowledge on areas for improvements. Council meetings allow for residents and families to participate directly in the quality improvement and decision-making processes by providing feedback on programming and services.

Victoria Gardens utilizes several assessment tools to collect data from residents and families that are used to improve service delivery and quality of care. Resident and Family satisfaction surveys provide insight into the resident and family's overall experience at Victoria Gardens, while tools such as the Continence Care Product Evaluation provides information on specific care products.

PROVIDER EXPERIENCE

Technology Improvements

To ensure residents receive the best possible care Victoria Gardens invests in digital technology.

Staff facilitated virtual visits via Zoom, Skype and Facetime in order to improve health care delivery and maintain family/friend interactions.

Tablets are now used for point of care entry to better streamline staff access to information, increase efficiency and improve service delivery.

Staffing Retention

Victoria Gardens is committed to recruiting and maintaining competent, committed, and qualified staff who share our vision, mission, service objectives, values and principles. The following steps will be taken to achieve these goals:

- Review staff retention practices and staffing level patterns.
- Develop a solid staffing plan to reduce the use of agency staff.
- Work with staff to develop a preferred shift schedule.
- Support and encourage staff to enhance their professional growth by completing continuing education.
- Continue to provide training opportunities for staff. Include conferences, seminars and in person education.

SAFETY

Victoria Gardens utilizes a Safety-First focus to ensure that a safe and secure environment is always maintained. Safety First focus is a high priority that applies to all aspects of the operation including deployment of staffing services.

Our Leadership Team recognizes the importance of providing a environment that is supportive of the productivity, personal goals, and self-esteem all individuals.

Victoria Gardens investigates all reported incidents of unsafe conditions and is guided by a formal investigation process. This process details the steps to be taken when investigating and responding to incidents. The Leadership Team in conjunction with the Joint Health and Safety Committee is responsible for reviewing reported incidents of workplace incidents and using this information to improve overall workplace safety.

Inservice, training and resource materials are provided to team members on the prevention of workplace violence, at the time of hire, on an annual basis and as needed as safety concerns are raised. Information is shared and ongoing input is sought from the Joint Health and Safety Committee members, who make recommendations to reduce or eliminate the risk of violence in the workplace.

It is the responsibility of all staff to be knowledgeable about the safety program in Victoria Gardens. All aspects of service delivery focus on resident safety. As part of its CQI, Victoria Gardens utilizes a risk management process with a prevention focus that ensures resident concerns and issues are dealt with in a timely manner. Near misses are discussed at Huddle meetings to monitor resident safety trends and develop mitigation strategies.

In today's society managing responsive behaviour is an essential

skill for any staff providing holistic services.

Whether dealing with a distraught Resident or member of the public, staff need to know safe techniques for handling responsive behaviours. Using techniques, learned through the Gentle Persuasive Approach, helps maintain the safety and security of everyone.

POPULATION HEALTH APPROACH

Victoria Gardens continues to work closely with its community partners and key stakeholders to deliver the most appropriate, high-quality services to its residents. Victoria Gardens works directly with Ontario Health, the HCCSS, area hospitals, the Department of Public Health, and other community health providers with the goal of providing an interdisciplinary continuum of long-term care and strengthen the relationship between community partners and stakeholders to ensure a seamless delivery of care.

Victoria Gardens recognizes the changing demands of Long-Term Care services Including a shift towards frailer residents with more complex care needs, increased residents suffering from dementia, increased mental health diagnoses and residents living longer.

Victoria Gardens recognizes the need to effectively share and assimilate large volumes of health information amongst service providers to ensure the best possible resident care and outcomes.

CONTACT INFORMATION/DESIGNATED LEAD

Victoria Gardens Long Term Care
176 Victoria Ave. North,
Hamilton, ON, L8L 5G1
905-527-9111
Cindy Coyle,
Administrator Ext. 3

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

Martin Sole

Board Chair / Licensee or delegate

Cindy Coyle

Administrator / Executive Director

Cindy Coyle

Quality Committee Chair or delegate

Other leadership as appropriate
