



CONTINUOUS QUALITY IMPROVEMENT INITIATIVE REPORT 2025-26

DESIGNATED LEAD: Samantha McKoy, Director of Quality and Innovation

QUALITY IMPROVEMENT PRIORITIES 2025-26:

Reducing emergency department transfers: Our Village's strategy to reduce avoidable emergency department transfers puts a deep focus on education. Our aim is to continue to tap into the knowledge of our Nurse Practitioner, providing guidance to the registered team regarding efficient communication with our Village's on-call Physicians. As we continue to conduct regular overviews of emergency department transfers, we ensure a multi-disciplinary approach with the goal of increasing awareness of trends and providing educational opportunities. We will also engage our community partners for training opportunities to further strengthen the capacity of our nursing team.

Reduction of worsened wounds: As a Village, we know the path to reducing wounds that our residents experience not only lies in the treatment provided by our nurses but also prevention by our personal support workers. Providing wound prevention education to PSW team members and identifying wound champions, in conjunction with our existing dedicated support model will lead to numerous quality improvements.

Quality of life focus: The Quality of Life survey serves as a powerful tool that provides our residents with the opportunity to let the Village know what is going well and where we can improve. Through individual discussions with members of the Resident Council, it was expressed that, the Village will work on the statement from the QoL survey, *"I have enough variety in my meals"*. In collaboration with residents across the Village, we want to first know what residents define as *"variety"*. Results from discussions will then be shared back with the food committee to support with input for the creation in the upcoming menus.

Dining experience: Ensuring that our residents' dining experience is of the highest quality is vital to their wellbeing and we saw the opportunity that was presented for us to enhance this area of Village life. We will review our dining program to identify any key areas of opportunity to improve the overall dining experience for our residents.

PROCESS TO DETERMINE PRIORITY AREAS:

We conduct regular reviews of resident care and quality of life reports that include indicators through CIHI, hospital transfers and survey data, comparing our Village's performance to organizational, provincial and international benchmarks. In consultation with the CQI Committee, Residents' and Family Council and neighbourhood teams, we identified opportunities and prioritized our work.

Reducing emergency department transfers: Sandalwood Park closely monitors the data for avoidable emergency department visits that we receive from the Local Health Integration Networks. To have access to details such as the time of day and the reasons for transfers, we can gain a deeper understanding of the conditions that our residents experience that leads to being transferred to the emergency department that can potentially be avoided.

Reduction of worsened wounds: Through the review of our quarterly Canadian Institute for Health Information data, we have observed a slight increase of worsened wounds. We have found that contributions to the increase continue to be due to a combination of residents returning from the hospital, residents with wounds in-Village and residents moving into the Village. We continue to utilize the elements of our approach that has supported us towards achieving our goal of prevention, monitoring and resolving wounds to close.

Quality of life focus: We ensure that the results of the 2024 Quality of Life survey were shared with residents, families, team members and the Continuous Quality Improvement committee. A discussion was initiated with the Residents' Council to further review the results of the survey for their input regarding their choice of question that they would like the Village to focus on. As the council was not able to initially reach a decision, it was suggested to conduct individual conversations with the members of the council to vote. The results of the individual votes were shared with the resident council, this method supported the members to make the final decision for the Village to work on improving the QoL question, *"I have enough variety in my meals"*.

Dining experience: As a Village, we took a deeper dive into the results of the 2024 Quality of Life (QoL) survey, monitoring the progress of the scales and the results of our audits and observations. We found an opportunity for improvement looking at our Food and Meals scale. To take it further, we want to take a more extensive exploration in the aspects that impact our resident's mealtime experience.

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

Reducing emergency department transfers: We want to continue with the Village's success of approaching the reduction of avoidable emergency department transfers from an interdisciplinary standpoint. Our Nurse Practitioner will support registered team members through education on efficient communication with on-call Physicians. Our aim is to ensure that registered team members can effectively communicate a resident's history and advanced directives to on-call Physicians so that in turn they may have an improved insight of the resident when considering an emergency department transfer. Following the reviews and analysis of avoidable emergency department transfers, data will be shared with the registered team, Village and on-call Physicians to increase awareness and outcomes. Our partnerships with external community partners continue to be of great benefit to our team such as collaborating with PRO-RESP to support with providing comprehensive assessments. These educational sessions help to build their confidence and further develop their skills, hence building capacity in the nursing team. The Village will ensure that outcomes related to this indicator will be communicated to residents and families through resident and family council.

Reduction of worsened wounds: As a Village, our objective related to the prevention and management of wounds will continue to focus on education. As we have previously seen through the education that we provided to our registered team members, we wanted to continue that momentum forward to our PSW team. Through providing ongoing wound prevention education to our PSW team members partnered with wound champions will support a preventative mindset leading to improved quality of care for residents on the neighbourhood. As a part of our goal, we understand the importance of interdisciplinary involvement, our Skin and Wound lead will monitor skin referrals, followed by sharing progress back with the registered and PSW team, utilizing huddles to collaborate on causes, interventions and education needs. The Village will ensure that outcomes related to this indicator will be communicated to residents and families through resident and family council.

Quality of life focus: Sandalwood Park is working towards increasing our residents' positive response to the statement *"I have enough variety in my meals"* from the QoL survey. Through conversations with residents across the Village, the Director of Quality and Innovation will initiate individual discussions with residents to provide more clarity into what variety means to each resident. To better understand what the definition of "variety" means to our residents, it will support with reducing assumptions and lead to better collaboration between the Village and residents. Following the results of the discussions with residents, the Director of Quality and Innovation will share

the feedback with the members of the food committee. Sharing and identifying improvement strategies from the discussions with residents will support with providing input for the creation of the menus.

Dining experience: We will utilize tools, like our audits as a guide as we observe the processes within the village that impact residents' dining experience. As we work on this indicator, we aim to expand on our achievements that will contribute to our continued successful practices. Our analyzed findings from our audits and observations will be shared with the CQI Committee, neighbourhood teams, Residents' and Family Council and in a collaborative endeavour.

RESIDENT & FAMILY/CAREGIVER EXPERIENCE SURVEYS:

Schlegel Village's 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 several statements, 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.

Family survey:

To ensure that we are offering all our families the opportunity to give their feedback to the Village, the QR code to the survey was posted throughout the Village from October 10th to December 15th, 2024. Families were also provided with the survey link and QR code through email on October 31st, 2024. In addition, families are provided with a hard copy of the survey during annual resident care conferences throughout the year. The Village reached out to the Family Council during their meeting on March 22nd, 2025, to seek their opinion regarding when they would prefer to receive the family survey and the delivery method. The council did not provide any suggestions to adjust the current process in place.

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 received 31 surveys in 2024, compared to 39 that was received in 2023. In the past year, we have made improvements in our "Staff Responsiveness", "Personal Control", "Staff Caring" and "Social Life" scales. We are within the international benchmarks for 3 of the scales – staff responsiveness, personal control and food & meals. We are in the top 80th percentile for both caring staff and social life.



Quality of Life



Village

2022 2023 2024

SPLTC

21 39 31

Village

SP

Setting

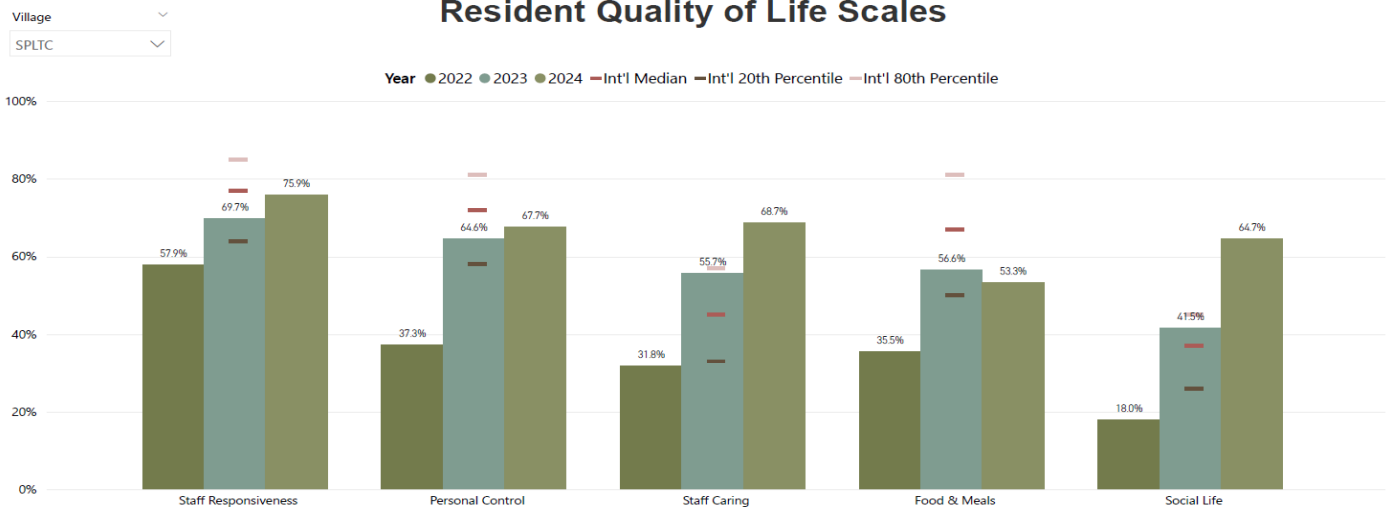
LTC

Year

Multiple selections

Year

Multiple selections



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. We made significant improvements on three questions within this scale in 2024. 90% of residents surveyed responded positively to the question, “the care and support I get help me live my life the way I want” (up from 74%). We can attribute this to our dedicated support model, where team members truly know our residents and support their choices. 87% of residents surveyed identified that the team respect what they like and dislike (up from 77% in 2023). Finally, we improved on the question, “If I need help right away, I can get it”, increasing from 64% in 2023 to 81% in 2024.

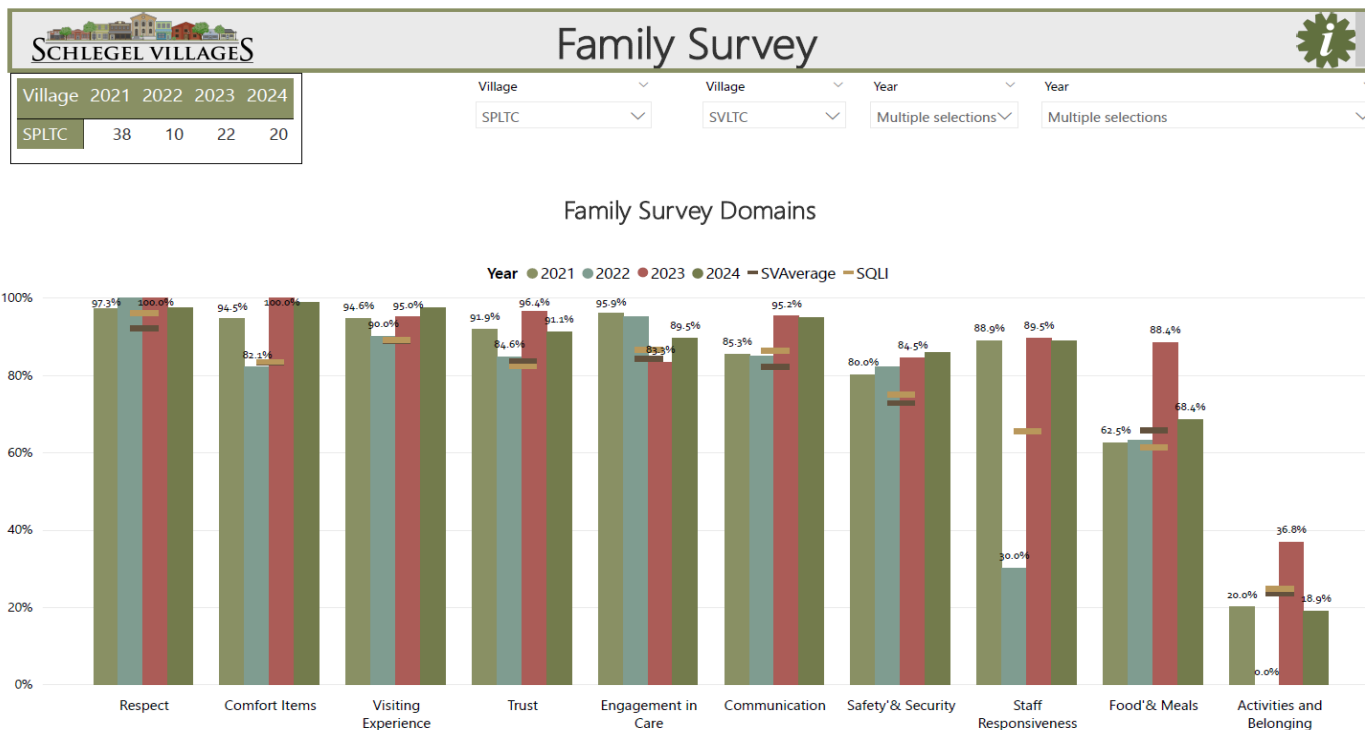
Personal Control Scale (8 items; max score 24): This scale measures how much control residents have over their daily activities, including going outdoors, choosing activities, and deciding on personal matters. We made improvements in 5 questions within this scale in 2024. Most notably, 94% of residents responded they could make decisions on what clothes to wear (up from 80%), 74% felt they could easily go outdoors (up from 46%), and finally, 65% felt they could go where they wanted on the spur of the moment (up from 36%).

Social 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. In 2024, we improved on all 10 questions within this scale. The most significant improvements were related to relationships and spending time together – 84% of residents felt it is easy to make friends here (up from 41%), and 81% had people to do things together with (up from 41%).

Food Scale (3 items; max score 9): This scale gauges residents' satisfaction with food, including their favorite meals, meal variety, and enjoyment during mealtimes. Slight improvements were made related to residents feeling they had more variety in their meals (65% in 2024 from 62% 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 made on 4 of 5 questions within this scale. The greatest increase was with residents considering a team member their friend – increase from 46% in 2023 to 77% in 2024.

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. Like 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. In 2024, we received 20 surveys. Our results from the 2024 survey indicate that we performed well in the "Respect", "Comfort Items", "Visiting Experience", "Trust", "Engagement in Care", "Communication", "Safety & Security" and "Staff Responsiveness" domains. Opportunities for improvement exist within the "Food & Meals" and "Activities and Belonging" domains.



How the results were shared with residents, their families, Residents' & Family Councils and team members:

The Village received the results of the family survey in early 2025, it was reviewed and analyzed with the Continuous Quality Improvement (CQI) committee on April 21st, 2025. The results were shared with the Family Council on March 22nd, 2025, with the neighbourhood teams through huddles in April 2025 and the Residents' Council on June 18th, 2025. The Village created an action plan to summarize the scores of each domain, analyzing the areas that we scored high and areas of improvement. We collaborated with the Family Council on May 31st, 2025, to seek their input, if any in creating the plan for the areas of focus.

QUALITY IMPROVEMENT IN 2024-2025:

Based on the results of the 2023 QoL survey and suggestions that were provided to the Village from the Residents' and Family Council, we made the following improvements:

- Wheelchair accessibility button was installed for easier access to gazebo/greenhouse entrance – January 4, 2024
- New horticulturist – January 8, 2024

- Renovated Johnston shower room – April 25, 2024
- Updated ramp installed at gazebo/greenhouse entrance – May 7, 2024
- TOP 10 implemented in resident rooms – November 18, 2024
- Towel/blanket warmer for Elliot spa room – November 26, 2024
- Start implementation of “Thoughtful Design” on the Sanders neighbourhood, a pillar of Living in My Today (LIMT) – December 16, 2024
- Start implementation of “Thoughtful Design” on the Elliot neighbourhood, a pillar of Living in My Today (LIMT) – December 18, 2024

As per last year’s CQI report, we accomplished the following, through our set initiatives:

- **Reduction of falls:** The Village has observed an increase of our team’s awareness of the initiatives within our fall prevention and management program. Team member confidence has improved when it comes to their understanding of the role that they play in a resident’s fall interventions within the care plan. Neighbourhood teams are also able to work more collaboratively on identifying and evaluating methods that would help to reduce falls among our residents. Together, these factors have contributed to a 1.82% decrease.
- **Reduction of emergency department transfers:** Although our emergency department transfers have trended upwards from 15.60% to 31.06%, we have been able to capture valuable opportunities for improvement that will help us to adjust our approach of this indicator. The monthly review and analysis of emergency department transfers have been very beneficial; our multidisciplinary approach has facilitated effective discussion of each transfer leading to learning opportunities for our team. In addition, the Nurse Practitioner role and external community partnerships supporting our registered team through education continues to be an asset with education also extending to our residents and families related to palliative discussions.
- **Reduction of wounds:** The education that was provided to the registered team played a vital role in refining their approach related to wound treatment and management.
- **Quality of life focus - “If I need help right away, I can get it”:** Utilization of our call bell data reports served as a useful tool to better understand our resident’s needs and experiences on the neighbourhood related to call response times. In addition, the individual conversations that were initiated with residents regarding this initiative provided insightful discussion and suggestions.
- **Meal enjoyment:** The quarterly monitoring of the “Food and Meals” domains with the Quality of Life (QoL) survey was helpful to facilitate comprehensive discussions with residents at the monthly food committee meetings.

Other improvements made in 2024:

To capture improvements made in 2024, we created and shared our annual quality improvement summary document. It was shared with the CQI committee on January 21st, 2025, shared with team members through huddles the month of February 2025, shared with the Residents’ Council on March 19th, 2025, shared with the Family Council on March 22, 2025, and shared in the Village newsletter for the month of March 2025.

January

- New wheelchair accessibility button installed on standalone pole for easier access at gazebo door entrance.
- New credenzas for the country kitchens on the Johnston and Cumberland neighborhoods.
- New horticulturist, Jenny McSpadden

February

- Updated resident Bill of Rights boards on main street.
- Received 12 ceiling lifts.
- Notify pendants trial started on the Johnston and Cumberland residents.
- Kick-off of the Fostering Authentic Relationships campaign (VAT), highlighting authentic relationships within the village.

March

- Submitted 2024-25 QIP

April

- Renovated Johnston shower room

The Village of Sandalwood Park's

Quality Improvements

2024

June

- Submitted 2024-25 CQI Initiative Report.
- Nicole, PSW presented at "Innovations in Dementia Day" as Innovation Catalyst.
- Chrissy and Bob go skydiving.
- #Elderwisdom Day on main street.

May

- New ramp installed at gazebo door entrance.
- Received 8 paraglide repositioning devices.
- Roll out of 5th PSW on Cumberland and Johnston neighborhoods.
- Jennifer and Doug attend the "Walk With Me Conference" a part of a Fireside Chat session, with focus on #Elderwisdom team member relationships.
- High school students interaction day with residents lunch.
- Submitted 2024-25 CQI Initiative Report.

September

- Schlegel Innovation Leader in Arts and Aging with the RIA (8-week concert series)
- Received 10 hi-low beds.
- Meaningful and Active Engagement education session for families.

October

- Renovated Johnston shower room.
- interRAI Family Survey sent out to families(October) and QR code posted in village (October to December).
- Sam, Andrea W, Zoie, Jenn and Richard attend the Innovation Summit

November

- Towel/blanket warmer for Elliot spa room.
- Resident top 10 forms put up on neighborhoods.
- Received 10 hi-low beds (all manual beds phased out)

December

- Blue toilet seats, apart of thoughtful design on Sanders.
- Sanders dining room artwork installed.
- Thoughtful Design started on Elliot neighborhood.
- "Express Yourself" installed in the community center.