



CONTINUOUS QUALITY IMPROVEMENT INITIATIVE REPORT 2024-25

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QUALITY IMPROVEMENT PRIORITIES 2024-25:

From 2023 resident and family survey results, there are two priorities we plan to focus on this year:

1. Improving team response time for resident needs

Wherever possible, we want to ensure our team members have the support they need to respond to resident requests and needs quickly. This may involve reducing our time taken to answer call bells.

2. More meaningful engagement with residents

We intend to make it easier for team members to build strong relationships with the residents they care for, both by learning more about their life histories and by empowering them to spend more time connecting.

We also intend to prioritize these areas as outlined in our Quality Improvement Plan:

3. Preventing skin wound progression and promoting quick healing

We plan to reduce the occurrences and progression of stage 2-4 pressure wounds through more thorough education and more in-depth analysis from an interdisciplinary team.

4. Preventing worsened pain

Our goal is to reduce the frequency of residents experiencing worsened pain through focused analysis and interventions from our clinical leads, nurse practitioner, and doctors.

5. Reducing falls

Fall reduction is a priority concern province-wide, and we intend to reduce fall occurrences through education and fall prevention habit-building among our teams.

PROCESS TO DETERMINE PRIORITY AREAS:

The first priority stems from the resident survey questions "If I need help right away, I can get it", "Staff respond quickly when I ask for assistance", and the family survey question "If my family member needs help right away, they can get it", all of which were identified as opportunities for improvement when the survey results were discussed with both councils and our quality committee. Residents' Council particularly wanted us to focus on this area.

The second priority stems from the resident survey question "Some of the staff know the story of my life", in which we scored low for the last two consecutive years, and the quality committee wanted to continue focusing on this area. We also had a recommendation from Residents' Council that we prioritize the team spending more time with residents and not rushing to their next task.

The last three priorities came from our quality committee, as we reviewed quarterly data and realized that we had opportunities to improve in these three areas, as we are currently performing worse than the provincial average.

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

We will speak to our councils and form a working group of motivated individuals to help us identify opportunities to improve our plan and give us feedback on a regular basis. We will monitor our progress in a few ways depending on the nature of the data we have:

1. For the initiatives stemming from survey results, comprehensive 2024 survey data will be available to share in January 2025. However, before then, we will review quarterly progress reports and will regularly communicate with both councils to gauge whether the improvements we're making are being felt by residents and families. We can also review monthly call bell data to monitor our reduction in response times.
2. For the initiatives stemming from clinical data (wounds, pain, falls), they are being tracked under our Quality Improvement Plan (QIP). We have set specific process measures and targets in that plan and our quality committee will review and discuss progress on a quarterly basis.

As progress is made or changes are needed, we will communicate with our CQI committee quarterly, to our councils during their meetings and send quarterly updates to our families and team members via email.

RESIDENT & FAMILY/CAREGIVER EXPERIENCE SURVEYS:

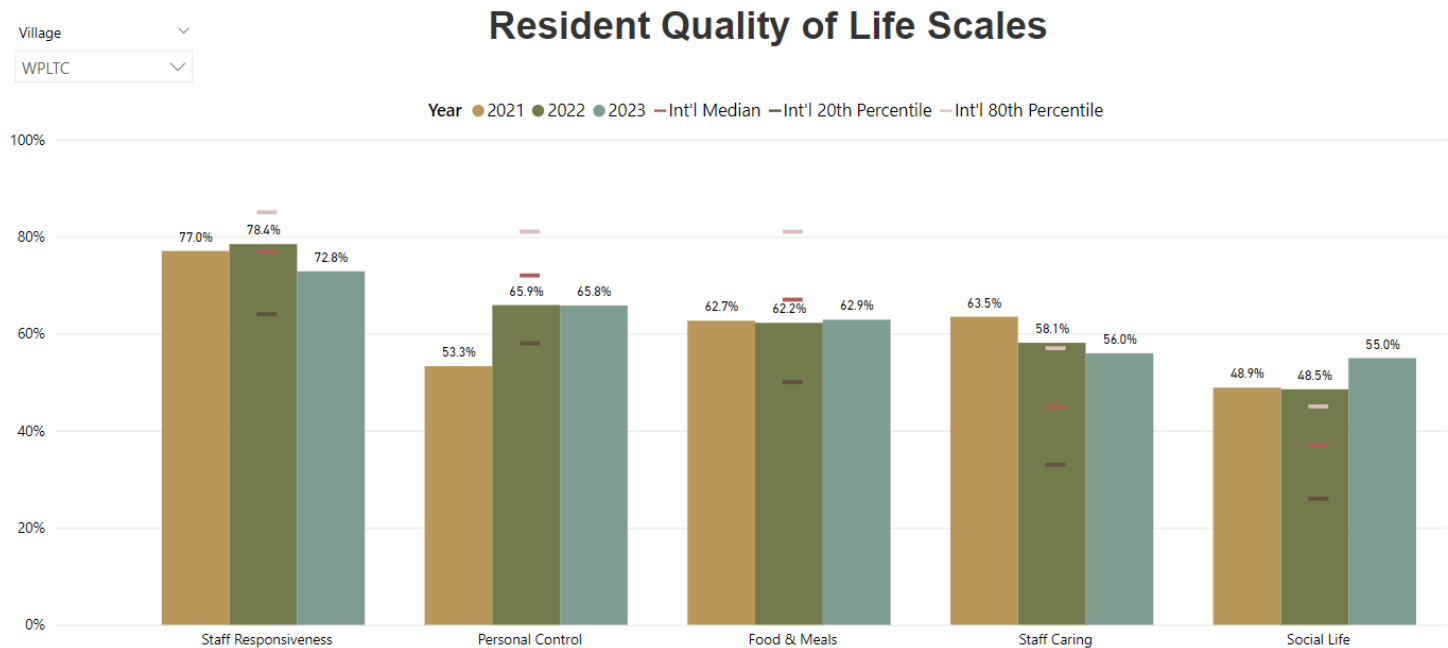
Schlegel Villages measures resident and family/ caregiver experience using the interRAI Self-Reported Quality of Life Survey and the interRAI Family Survey on Quality of Life. The survey is made up of a number of statements, and participants are asked to respond with how frequently the statement is true 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 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. The 2023 survey was conducted starting January 1, 2023, and ending December 31, 2023.

Family survey: Families and caregivers are invited to complete the survey annually, and it is conducted online. We worked with our Family Council on how to conduct this survey. Our council advised us to open the survey for a period of 3-4 weeks and then announce an extended deadline of 1-2 more weeks in order to gather as much interest as possible. The 2023 survey was open for submissions from September 8 to October 20, 2023. Families were emailed background information and the survey link, and paper copies were made available at the main office.

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. The Village of Winston Park's results are below. In 2023, we had 109 residents participating in the survey, compared to 39 the previous year. Overall, Winston Park was within the international band of performance (benchmarks) for four scales; staff responsiveness, personal control, food and meals as well as caring staff. We performed above the 80th percentile for social life.



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 this section, our top-performing questions which were also above the organizational and international averages were “I am treated with respect by the staff” (94.5%), “Staff respect what I like and dislike” (86.2%), and “Staff pay attention to me” (85.3%). The areas that we see as opportunities are “If I need help right away I can get it” (62.4%, down from 79.5% in 2022), “Staff respond quickly when I ask for assistance” (62.4%, down from 66.7% in 2022), and “I get the services I need” (49.5%, up from 48.7% in 2022, but consistently a lower-scoring area, though conversations with our Residents’ Council have indicated that this result may be due to the vague nature of the question).

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. In this section, our top-performing questions were “I decide which clothes to wear” (89%), “I decide how to spend my time” (85.3%), and “I can be alone when I wish” (80.7%). The areas we see as opportunities are “I can go where I want on the spur of the moment” (37.6%, down from 46.2% in 2022) and “I can easily go outdoors if I want to” (39.4%, down from 48.2% in 2022).

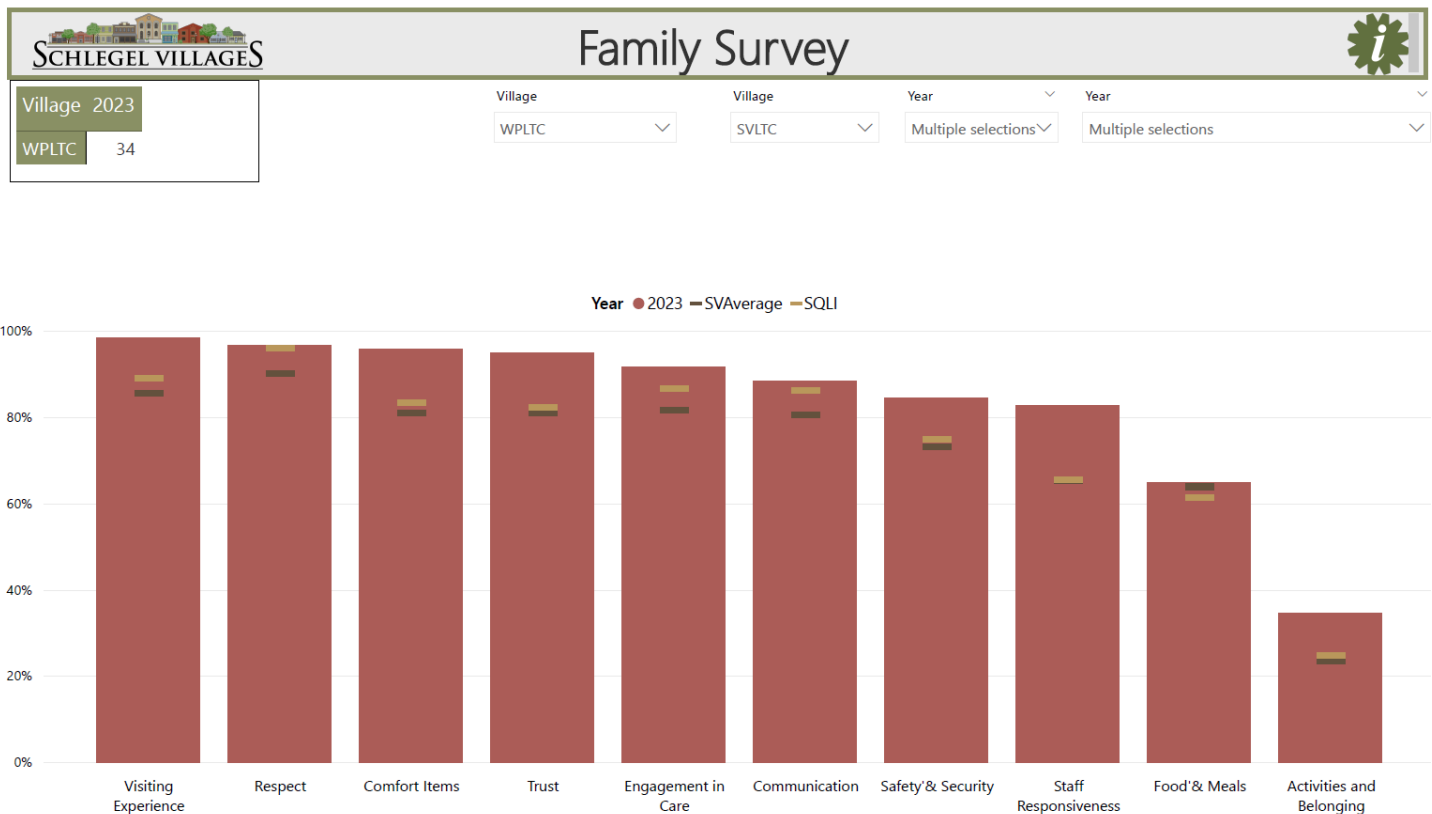
Social Engagement/Life Scale (10 items; max score 30): This scale evaluates residents' social interactions and engagement, looking at aspects like participating in activities, making friends, and experiencing meaningful connections. Our top-performing questions in this section were “I have opportunities to spend time with other

likeminded residents” (74.3%) and “If I wish, I can participate in religious activities that have meaning to me” (72.5%). We scored above the 80th percentile in this scale. We are very proud of our commitment to a healthy social life for our residents. Bringing two villages together last year and expanding our size has given us opportunities for residents to make new connections. Our recreation team works tirelessly to host activities and gatherings of all sizes, enabling residents to attend events in other neighbourhoods as much as possible.

Food Scale (3 items; max score 9): This scale gauges residents' satisfaction with food, including their favorite meals, meal variety, and enjoyment during mealtimes. Our top-performing question in this section was “I enjoy mealtimes” (75.2%). Areas for opportunity are “I get enough variety in my meals” (67.9%, up from 59% in 2022, but still lower than our organizational and international averages) and “I get my favourite foods here” (49.5%, up from 48.7% in 2022, but still below the organizational average of 46%).

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. Our top-performing questions were “Staff ask how my needs can be met” (73.4%) and “Staff take the time to have a friendly conversation with me” (72.5%). Areas of opportunity are “Some of the staff know the story of my life” (29.4%, down from 35.9% in 2022) and “Staff respond to my suggestions (43.1%, down from 51.3% in 2022). We believe this is due to our move into the new building and having so many new resident move-ins, which meant that the relationships between residents and team members were still new in many cases. We are confidently building those bonds as we grow together.

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 received 34 responses in 2023, our results are below. We performed well in the majority of domains and are at or above available benchmarks. Opportunities exist within the questions “Another resident is my family member’s close friend” (25%) and “My family member participated in meaningful activities during the past week” (43.3%).



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

Results of the resident survey were shared with our Residents' Council during their meeting on February 29, 2024. The results were shared with Family Council via email on February 29, 2024 and were discussed during their meeting on March 27, 2024. On March 8, 2024, paper copies were posted in the Residents' Council binder near the LTC office that are available for residents, families, and team to access. Team members were also shown these results during presentations on March 19-21, 2024 about proposed schedule changes.

Results of the family survey were shared at a Residents' Council meeting on November 30, 2023, and at a Family Council meeting on December 20, 2023. On December 5, 2023, copies were made available in our Residents' Council binder near the LTC office for residents, families, and team to access, and copies were added to the Family Council binder on December February 3, 2024.

QUALITY IMPROVEMENT IN 2023-2024:

Improvements based on results of QoL survey from 2022:

There were a few quality initiatives we worked on as a result of 2022 survey results:

1. "Some of the staff know the story of my life" (scored 35.9% in 2022, down from 53.2% in 2021): We've been collecting consenting residents' life histories and posting them in a special frame, making it more accessible for team members to find commonalities and build deeper relationships with the residents they support. The intent and goals of this initiative were shared with the Family Council during their meeting on June 21, 2023 to ask for feedback, and progress updates were shared in subsequent meetings throughout 2023-24. Our quality committee discussed this initiative at every quarterly meeting starting July 10, 2023, and several members of the committee were directly involved in driving the initiative forward. We began the initiative in August 2023. Residents' Council was given an update in their November and March meetings. Updates were included in meeting minutes, which were posted on December 5, 2023 and March 8, 2024 in the Residents' Council binder for all residents, families, and teams to access. As of May 2024, 80% of our residents have a Top Ten posted in their room or have a draft under final review. In conversations with residents, they have told us they appreciate the chance to share their stories, and team members are learning a lot about the residents they serve. We plan to continue this initiative as we look towards expanding our LTC capacity to 288 residents later this year.
2. "I get the health services I need" (scored 48.7%, down from 55.3% in 2021): After moving into our new building in April 2023, we were able to bring back a few very popular clinics to the village. Our dental clinic was reintroduced in September 2023 and the news was shared with Residents' Council in their August meeting. This update was included in meeting minutes, which were posted on September 7, 2023 in the Residents' Council binder for all residents, families, and teams to access. We have had lots of participation in the clinics, and we scored slightly higher on this question in 2023 (49.5%), though not as high as we would have liked to see. We coordinated an effort in late December 2023 to try to gather more information from residents about this area, but did not receive any actionable feedback at that time. We will continue to work with councils to understand which services we could look to add.

Other improvements made in 2023:

There were several improvements we made during 2023 that came from sources other than surveys:

1. Opening our beautiful new building: for several years we have been hard at work constructing a new LTC building in our village, and in April 2023 we were ready to welcome residents into it. Our new building includes larger common spaces on every neighbourhood such as a hobby shop, country kitchen, living room, quiet room, spa room, and a three-season terrace. It also provides residents with an open servery for breakfast, drinks, and

snacks, and a café for more flexible dining options. Neighbourhoods are more open-concept and receive lots of natural sunlight. All furniture and equipment are brand new, and the space was designed to meet the high standards of our Living in My Today dementia care philosophy. This construction was several years in the making, but as we approached the move date, we increased our communication frequency to ensure all stakeholders were informed. On March 7 and 8, 2023, we held Townhall sessions for all residents and families to communicate details about the upcoming move. We did not have an active Family Council at that time, but we provided updates to Residents' Council regularly, including detailed updates during their meetings on February 23 and March 23, 2023. On January 23 and 27, 2023, we held information sessions to communicate with team, and held new building orientation during March 27 – April 5. April 6, 2023 was our move date, and we welcomed all Winston Park residents into our new LTC building with lots of support from team, leadership, and families. Our new building can support many more residents, so on April 13, 2023 we moved former Pinehaven Nursing Home residents into our space, as well as over 50 new residents from the community over the following weeks. Residents and families are thrilled about the new space as it is much larger, brighter, and allows for more flexibility in daily life. We look forward to opening the final phase of our LTC redevelopment in July 2024.

2. Ensuring sufficient supply of linens in the dining rooms: we had a few resident complaints during their September 2023 meeting that they didn't always have a sufficient supply of linens (napkins, clothing protectors) for every meal. We took that feedback to our quality committee and devised a working group of various disciplines to better understand the problem. This was communicated back to the council during their October 26, 2023 meeting. The working group first met on November 1, and had several follow-up meetings over the next few months. A process was decided about who should be delivering linens, when, and how, with frequent auditing by the leadership team to ensure dining rooms had enough supply each day. The council was updated on our progress during their November 30 meeting. We continued our audits and team education, purchasing more supplies as well, and updated the council again during their February meeting. Updates were included in meeting minutes, which were posted on Nov 3, 2023, Mar 8, 2024, and Apr 5, 2024 in the Residents' Council binder for all residents, families, and teams to access. Although we have not had complaints in this area recently, we continue to monitor.
3. Reducing avoidable emergency department (ED) transfers: last year our goal was to sustain our good performance in this area even as we grew to be more than twice our size. Between April 1 and December 31, 2023, we focused on thorough transfer tracking, frequent analysis, and education for our nursing team. Despite all the challenges that came with our new teams and larger resident population, we were pleased to end the year still performing better than the provincial average. These initiatives and our successes were discussed among our quality committee in every quarterly meeting, as well as being shared periodically with both councils during their meetings. Updates were given to Residents' Council periodically starting in their July 27, 2023 meeting, and updates were included in subsequent meeting minutes which were posted on August 4, 2023 and March 8, 2024, for all residents, team, and family to access. Family council was updated periodically starting in their June 21, 2023 meeting, and subsequent updates were discussed in their August 16 meeting and minutes were posted September 13, 2023 in the Family Council binder for all residents, families, and teams to access.