



HILLSDALE ESTATES

Continuous Quality Improvement Report Interim Report

Designated Leads

Lisa Mizzi, Assistant Administrator and Alicia Sluggett, Coordinator of Recreation and Therapy

Quality Improvement Priorities for 2022

Hillsdale Estates is an accredited Long-Term Care home that provides care and services for 300 residents. It is one of four Long-Term Care homes owned and operated by the Regional Municipality of Durham, Long-Term Care and Services for Seniors. Hillsdale Estates is committed to the Division's mission "To provide a community that embraces excellence in person-centered care" and strives to continuously improve the delivery of care and services for the residents while managing risk.

The home is committed to continuous quality improvement and actively refines required programs on an annual basis. This entails developing, implementing, and evaluating new processes in order to provide high quality care and service excellence to residents in an environment that promotes choice, dignity and respect. The interprofessional team at Hillsdale Estates rely on several resources to identify trends/patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies.

Hillsdale Estates has identified in their annual quality improvement plan the following objectives to be completed by March 31, 2023.

- 1) Improving the percentage of residents who feel they can express their feelings and opinions by following Resident's advice to restructure the agenda of Residents' Council meetings
- 2) Improve the percentage of residents who respond positively to staff involving them in decisions regarding their care by the inclusion of resident life stories at admission, helping staff to get to know the resident faster.
- 3) Reduce the percentage of residents who are on antipsychotics without a diagnosis of psychosis by working with the resident software system to review assessments of residents.

The home's operational plan will also highlight several improvement initiatives including but not limited to:

- 1) Improving communication at hospital transitions by creating a LTC/Hospital committee to create a standard of practice process map and develop a LTC checklist of what is needed from the home and the hospital.
- 2) Improving the dining room experience by defining workflow and staff roles, reviewing inspection protocols, and enhancing technology for meal ordering.
- 3) Improving leadership presence on the home areas by setting a schedule for mealtimes and walkabouts.

Determination of Priorities

Determining the homes priorities each year is an interprofessional process that involves many stakeholders. The first step is to identify potential gaps and opportunities for improvement.

The most important stakeholder is the resident. Every year the home conducts a resident satisfaction survey. This survey identifies areas of great satisfaction and any area they would like to see improved. This resident voice is identified as the most important feedback that the home can obtain. This combined with Residents' Council and Family Council meetings help the home to determine the voice of our customers.

In addition to the resident satisfaction survey, the home reviews various other sources to determine opportunities. Some of these other sources include:

- Internal Key Performance Indicators
- Internal audit results including inspection protocols
- Review of new legislation
- Performance data from Canadian Institute for Health Information (CIHI); with a focus on areas indicating a performance decline and/or where benchmarking against the provincial average suggests improvement is required
- Emergent issues identified internally (trends in Critical Incidents, Risk Related issues)
- Feedback from stakeholders including Residents' Council, Family Council, Divisional Advisory Council, external stakeholders including MLTC
- Municipal Benchmarking Network Canada (MBNC)

The home leadership teams also work together with the other three Region of Durham Long-Term Care Homes, and together with the divisional office constructs a divisional strategic plan. This puts forth the strategic direction for the division over the next few years. The plan incorporates initiatives and projects that are in alignment with the Regional Municipality of Durham Strategic Plan. Divisionally, the Long-Term Care

Division also seeks input and suggestions from a Divisional Advisory Council which is made up of residents and family members from each home.

Hillsdale Estates will then develop a home specific operational plan and a quality improvement plan. The home has a dedicated Interprofessional Quality and Resident Safety Committee (IQRS). The IQRS committee serves as a forum to monitor progress of QI activities, review performance data, analyze program goals and performance measures and to coordinate communication for education and for building awareness for staff, volunteers, residents, clients, and families. This team together with the home's leadership team determines the key priority areas for improvement based on their identified gaps, opportunities, and strategic direction for the year.

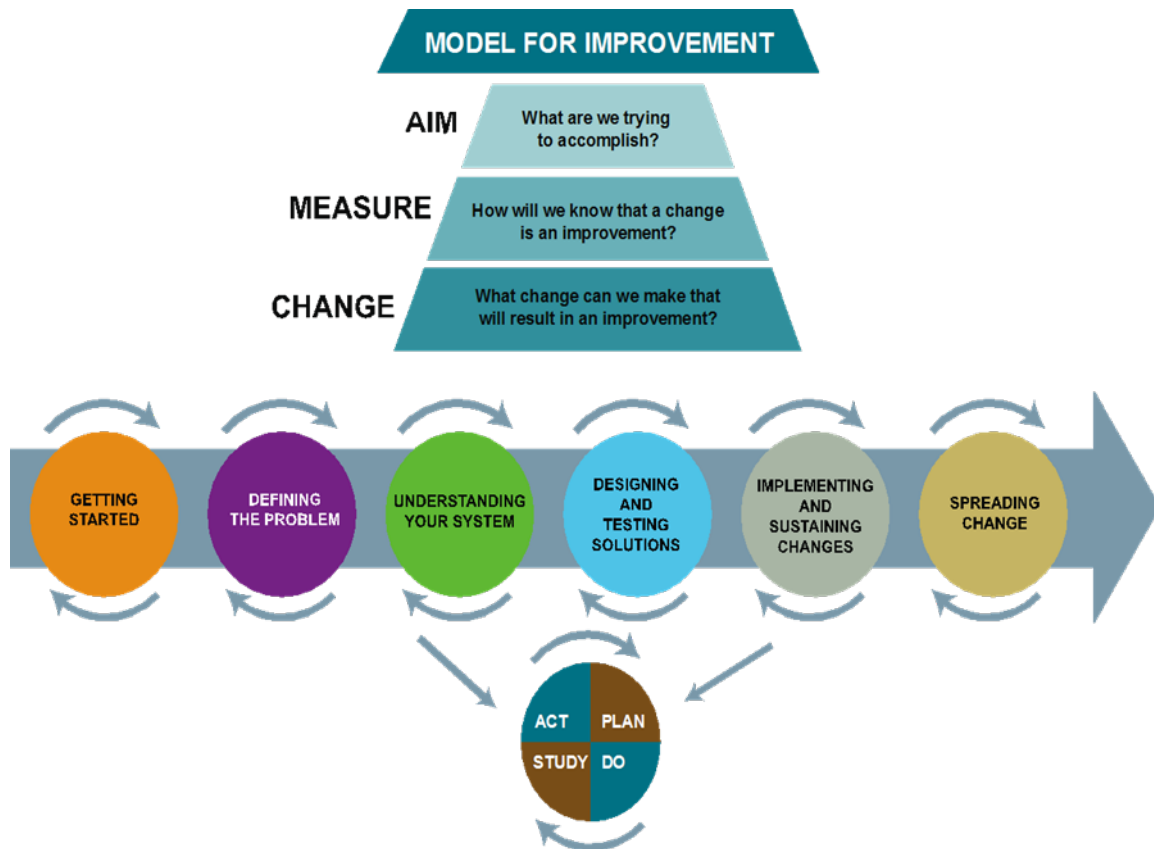
Monitoring, Evaluation, and Adjustment

A key component to quality improvement work is the setting of clear goals. Goals are set that are Specific, Measurable, Attainable, Relevant and Time-Bound (SMART). Once the goals have been established, key performance measures are monitored to ensure the outcomes of the initiatives are trending in the positive direction. If not achieving desired outcomes, the team may consider alternative change ideas, provide coaching to staff to enhance compliance, engage with staff to better understand gaps in compliance, etc. Where feasible the home will use the Plan-Do-Study-Act method of improvement, in which small tests of change are tested and piloted prior to full implementation. This allows the home to be nimble in pivoting improvement ideas when necessary.

Approach to Continuous Quality Improvement

Long-Term Care and Services for Senior policies, combined with practice standards, provide a baseline for staff in providing quality care and service. The Region of Durham Long-Term Care Homes has adopted the Model for Improvement to guide quality improvement activity. Interprofessional quality and resident safety teams, including resident and family advisors, work through the phases of the model to:

- 1) Analyze the problem
- 2) Set Improvement goals
- 3) Develop and Test change ideas
- 4) Implement change and sustain



Communication

Communication strategies are tailored to the specific improvement initiative. These include, but are not limited to:

- Posting on unit quality boards, in common areas and in staff lounges
- Publishing stories and results on the website, on social media or via the newsletter
- Direct email to staff and families and other stakeholders
- Handouts and 1:1 communication with residents
- Presentations at staff meetings, townhalls, Residents' Council, Family Council, Divisional Advisory Council
- Huddles at shift change
- Use of clinical leads/champions to communicate directly with peers