



Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

July 4, 2022



Org ID 54718 | Perley Health

Overview

Perley Health is a not-for profit seniors' care organization with 450 provincially licensed long-term care beds. While Perley Health's primary focus is on long-term care, it also actively supports the capacity of seniors to live independently. To this end, Perley Health partners effectively with like-minded organizations across the continuum of care to develop a community of care and to provide ready access to a range of clinical and therapeutic services, along with social and recreational activities.

Perley Health is pleased to share its 2022/23 Quality Improvement Plan (QIP). Our ongoing commitment to quality is reflected in our mission "to achieve excellence in the health, safety and well-being of Seniors and Veterans with a focus on innovation in person centred and frailty-informed care and service" and in our long-term strategic plan, which identifies Excellence in Resident Care and Service as one of Perley Health's 4 key strategic pillars. In 2021, Perley Health's strategic plan was refreshed in response to several unprecedented factors which resulted in a fundamentally changed healthcare landscape. These factors included, amongst others, the ongoing impacts of the COVID-19 pandemic, persistent healthcare worker shortage and burnout, increased public attention on long term care, and increased regulation of an already highly regulated environment. The core pillars of the long-term strategy remain relevant, and are reflected in the refreshed strategy which outlines objectives and priorities for 2022 - 2025. These objectives include "Sustaining excellence in Seniors' and Veterans' care", as well as embodying a "People First" philosophy. The QIP is a roadmap to achieving both of these objectives, while navigating challenges and opportunities in our environment.

Perley Health's QIP is aligned with our Quality Framework, based on the Quadruple Aim framework adopted by Ontario Health. The high-level priorities for this year's QIP are informed by the quality and safety aims under the various pillars of the framework, as determined by Perley Health's Board of Directors:

- increase resident and family experience
- reduce preventable harm
- provide the "right care" 100% of the time
- improve health-related quality of life
- improve staff experience

Quality priorities, targets for improvement and projected change ideas/tactics reflect:

- progress achieved in recent years;
- the most recent performance data available from the Canadian Institute for Health Information (CIHI), resident, family and staff experience surveys and our electronic health record;
- emergent issues identified internally (trends in critical incidents) and/or externally;
- input from residents, families, staff, leaders and external partners, including the MOLTC.

Priorities are divided into 2 categories – focused action and moderate action. Please note that targets reflect a blended average for both our community and veteran residents.

Focused Action:

- 1) Enhance Psychological Health and Safety (increase safety culture survey score from 2.77 to 2.90).
- 2) Reduce the percentage of residents who experienced pain from 11.3% to 10%.

Moderate Action:

- 3) Increase the percentage of residents who have their palliative care needs identified and documented to >80%.
- 4) Eliminate staff to resident abuse/neglect (reduce substantiated incidents reported to the MOLTC from 2 to 0).
- 5) Reduce the percentage of residents on antipsychotics without a diagnosis of psychosis from 19.3% to 19.0%.
- 6) Reduce the percentage of residents whose mood from symptoms of depression worsened from 36.3% to 35%.
- 7) Enhance resident quality of life as measured by the interRAI Resident QOL Survey (by focusing on the domains of Food and Social Life).
- 8) To increase the percentage of residents who responded positively to "the care and support I receive help me live my life the way I want" from 75% to 80%

Reflections Since Our Last QIP Submission

The ongoing COVID-19 pandemic has significantly impacted not only our front-line staff, but our leadership team as well.

Throughout the pandemic, the entire Perley Health team has continued to work diligently to maintain our high standards of care and best practices amidst ongoing staffing challenges and restrictive Ministry and Public Health directives.

The pandemic had an immediate and enduring impact on planned quality improvement (QI) activity with majority of regular QI work (largely driven by team meetings) suspended through much of the pandemic as team leaders were focused on establishing and sustaining our COVID response, increased pressure on staffing preventing staff from attending meetings, and overall limited capacity for staff to do anything considered “non-essential” to resident care.

Some QI work was prioritized as a result of its alignment with the pandemic, examples include work related to the end-of-life experience, and addressing psychological health and safety for our staff.

Although there has been limited progress on traditional QI priorities; a QI lens has been employed on all aspects of the COVID response with a focus on safety, effectiveness, efficiency/sustainability, and person-centredness. This was demonstrated through continuous, rapid cycles of implementation, learning, and adaptation as the Home continued to receive updated Ministry and Public Health directives.

Some examples the introduction of flexible dining across all meal times to better promote social distancing while maintaining pleasurable dining for residents; workflow and environmental redesign related to screening prior to entry to the facility.

Patient/Client/Resident Partnering and Relations

Perley Health has three active councils focused on resident and family experience - the Veteran Residents Council, the Community Residents Council, and the Family and Friends Council (FFC). The councils are a valuable forum for ongoing collaboration and engagement. The leadership team and councils enjoy a positive and productive relationship. Members of the Management team are invited to, and attend, all council meetings. In addition, at least one Executive leader attends all meetings of the FFC Executive. The FFC Exec elects one of its representatives to be a standing member of the Board of Directors' Quality of Life and Safety Committee. The Chair of the Veteran Residents Council is a member of the Veteran Liaison Committee.

The Management team routinely seeks feedback and involvement from the councils regarding various aspects of Perley Health's operations such as the annual resident/family experience surveys, annual budget, operating plan and quality improvement priorities.

In an effort to further formalize resident and family engagement in quality improvement activities, a Resident and Family Advisor Program was established in 2016. The goal of this program is to promote resident and/or family participation on all of Perley Health's QI projects, and other initiatives, as appropriate. Since its inception, this program has successfully matched resident/family advisors with a variety of QIP teams as well as other initiatives across the Home.

Results of the annual interRAI Resident Quality of Life Survey and interRAI Family QOL Survey are brought to the FFC and Residents Councils, providing a platform for the Councils to further inform the final QIP.

Over the last 2 years, a number of factors have impacted Perley Health's ability to optimally engage with both Residents' and Family and Friends Councils as well as leverage the Resident/Family Advisor Program.

Primarily, restrictions placed on long-term care homes at various points of the pandemic (e.g. cohorting residents by home unit, preventing visitors from entering the

home) limited the ability for residents and visitors to attend Council meetings on-site. This resulted in Resident Councils being paused for a number of months, thus limiting some traditional opportunities for engagement. The FFC however, quickly adapted to a virtual meeting format for both the council-at-large as well as the Executive group; which resulted in minimal disruptions to the normal engagement cycle. On a positive note, the switch to virtual meetings has encouraged increased participation at FFC meetings.

Another important factor is related to the overall health and wellbeing of the healthcare workforce. Throughout the pandemic, long term care homes have experienced significant staffing shortages, resulting in additional strain on the remaining workforce. In response to these challenges, Perley Health leadership paused or significantly slowed the rate of quality work occurring throughout the Home to prevent burnout of staff. This resulted in fewer formal opportunities to engage with residents and families through the Resident/family Advisor Program. The program remains active, and is currently undergoing a refresh before launching a recruitment campaign later this year.

Provider Experience

The pandemic has had a tangible impact on the overall health and wellbeing of our staff, notably:

- The emotional toll of the pandemic continues to weigh on staff
- Staff turnover and recruitment challenges have been exacerbated
- The team is fatigued, both mentally and physically

As previously noted, Perley Health has made a commitment to “embody a people first philosophy” in its interim strategy. Relevant initiatives that are currently ongoing to address this area include:

1. Focus on psychological health and safety through participation in the "Implementation of a Roadmap for Psychological Safety" research study, in partnership with The Conference Board of Canada and Howatt HR. Participation in this study leveraged the Mental Fitness Index (MFI) an evidence-based tool designed to evaluate psychological health and safety, employees' experience, and employee mental health. Results of the MFI were used to develop an MFI action plan with short-, mid- and long-term strategies to enhance psychological health and safety. Some of the strategies implemented to date include:

- various strategies to promote staff wellbeing (e.g. Sacred Space, Wellness Board) leadership training on psychological health and safety (e.g. "How Managers Should Respond", "Leading for Psychological Safety in Challenging Times")

Other strategies currently in development include:

- leadership rounding to enhance visibility
- incident investigation review (aligned with "Just Culture" work)
- aligning recognition and rewards with what is meaningful to staff

2. Development and implementation of a multi-phase HR strategy to address recruitment and retention challenges

Resident Experience

Resident quality of life was significantly impacted during the pandemic due to restrictions put in place by Ministry and Public Health. These restrictions resulted in a decline in both general visitors and volunteers in LTC at different times, resulting in increased social isolation for our frail elderly population. At times when visitation was most restricted, Perley Health recreation staff supported resident social connectedness through phone and video calls with friends and family, and increasing 1:1 visits and activities.

Another negative impact of the pandemic was the decline in group activities due to resident cohorting and social distancing requirements. Our Therapeutic Recreation and Creative Arts team has worked diligently throughout the pandemic to identify creative solutions to pandemic restrictions as well as the risk-based re- introduction of pre-pandemic activities when able.

There are a number of questions contained in the Social Life Scale of interRAI's Resident Quality of Life Survey that relate to social connectedness. These can be considered individually, or combined to better understand both current and future state. At Perley Health, we have identified social life as an area of focus in this year's QIP (based on both resident and family experience survey results), and are using the overall Social Life Scale score as a way to measure resident experience in this area over time.

Contact Information

For additional information about our 2022/23 QIP, please contact:

Melissa Norman
Director, Quality and Interprofessional Care
Email: mnorman@perleyhealth.ca
Phone: 613-526-7170 x 2448

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 March 3, 2022

Margaret Tansey, Chair
Board Chair / Licensee or delegate

Akos Hoffer, Chief Executive Officer
Administrator / Executive Director

Quality Committee Chair or delegate

Other leadership as appropriate
