



Quality Improvement Plan (QIP)  
**Narrative for Health Care  
Organizations in Ontario**

March 30, 2023



# 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 2023/24 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 interim 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 the provider 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 our Psychological Health and Safety Indicator Score from 63% to 70%).
- 2) Increase the percentage of residents who responded positively to "I participate in meaningful activities" from 47% to 55%.
- 3) Increase the percentage of residents who responded positively to "I enjoy mealtimes" from 65% to 75%.

## **Moderate Action:**

- 4) Ensure that 100% of residents that die at Perley Health have a "meaningful death" (as identified by resident and/or family).
- 5) Reduce the percentage of residents on antipsychotics without a diagnosis of psychosis from 23% to 22%.
- 6) Reduce the percentage of residents whose mood from symptoms of depression worsened from 33% to 32%.
- 7) Reduce the percentage of residents who experienced pain from 12% to 11%.

# Reflections Since Your 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 most of our 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.

From 2020 through the early parts of 2022, QI work was prioritized based on its alignment with the pandemic’s impact, examples include work related to end-of-life care, IPAC, and addressing psychological health and safety for our staff.

Since our last QIP submission, we have seen a number of traditional QI teams come together to actively address our QI priorities. Areas that currently have active teams include:

- social engagement and meaningful activities
- food and dining experience
- moods of depression
- palliative/end-of-life care

Planning is currently underway to reconvene our Pain QI team.

# Patient/Client/Resident Engagement And Partnering

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 budget, operating plan and quality improvement priorities. 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.

In 2022, Perley Health established its first Quality Council (aligned with requirements from the FLTCA to establish a Continuous Quality Committee). The Quality Council serves in an advisory capacity, providing recommendations to leadership related to the ongoing implementation of continuous quality improvement at Perley Health, including identification of priority areas for the annual QIP.

In an effort to more directly involve residents and families in quality improvement activities, the Resident and Family Advisor Program was established in 2017. 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. The advisory

program was less active during the pandemic (2020 to early 2022) as quality improvement teams were not meeting regularly. Perley Health is currently recruiting advisors for a variety of teams.

## Provider Experience

The COVID-19 pandemic has been particularly challenging for the long-term care sector, and over time, has significantly impacted the health and wellbeing of our staff. One of the most significant drivers of this is the unprecedented health human resource challenges that are being experienced across all health care sectors. Although a multi-phase HR strategy is in place to enhance recruitment and retention of qualified staff across all areas of Perley Health, the team is fatigued, and resilience is low.

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 a Psychological Health and Safety (PHS) action plan with short-, mid- and long-term strategies to enhance psychological health and safety. Development of the action plan was guided by a steering committee composed of leadership and staff from across Perley Health. Some of the key strategies/initiatives implemented to date include:
  - development and adoption of Perley Health’s definition of Psychological Health and Safety. Work is underway to embed this definition across existing policies and practices
  - promotion of 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”

- quarterly appreciation days where leaders across all shifts thank staff and volunteers for their contributions with small tokens (e.g. treats, self-care products, etc.)

Other strategies currently in development include:

- leadership rounding to enhance leadership visibility (this work is being done in partnership with Healthcare Excellence Canada)
  - build awareness and understanding with incident investigation processes
  - aligning recognition and rewards with what is meaningful to staff
- 2) Annual administration and follow-up to the Employee Engagement survey. Results of the survey are shared with staff to identify and action opportunities for improvement. Where possible, work is aligned with the PHS action plan.
  - 3) Continued investment in the professional growth of staff. Perley Health supports staff across all disciplines to further their education and careers. This is made possible through dedicated Foundation support, as well as Ministry funding targeting professional growth. Through these funds, we have supported staff seeking their RPN/RN certifications, achieving advanced designations in various clinical and non-clinical areas including IPAC, skin & wound, palliative care, leadership, administration, etc.

## Workplace Violence Prevention

Improving the provider experience is a key priority outlined in Perley Health’s quality framework. This commitment is also embedded in our strategic plan, through our commitment to “embody a people first philosophy”. One of the ways we demonstrate this commitment, is through prioritizing the safety and wellbeing of our staff, physicians and volunteers. This includes providing a violence-free workplace.

To reduce the risk of workplace violence, a number of measures are in place:

- 1) Robust policies and procedures that cover all aspects of staff safety, including a comprehensive Violence Prevention policy.

This policy outlines the key measures in place to monitor, address and prevent workplace violence, including regular education for staff, prompt investigation and follow-up of all incidents, identification and communication of hazardous situations, as well as implementation of corrective actions. Roles and responsibilities are clearly outlined within the policy, which is revised annually. Development and review of this policy is completed in consultation with key stakeholders, including union, non-union and management representation.

In 2018, the Home collaborated with an external subject matter expert to develop Anti-Bullying education. A train-the-trainer approach was used for the education, with the consultant delivering initial education sessions to Management and staff. Education sessions have been delivered in small group sessions to encourage staff engagement and discussion. This education is an annual requirement for all staff.

- 2) An active Joint Occupational Health and Safety (JOHSC) committee. Perley Health's JOHSC has a mandate "to identify, assess and control workplace hazards and make recommendations to the workplace to prevent injuries and illnesses". The JOHSC achieves this mandate through regular review and discussion of workplace incident data, and annual completion of a workplace violence risk assessment tool. The JOHSC will either address an issue directly (as appropriate), or make recommendations to the Management Team when further actions are required to minimize identified risks. The JOHSC plays an integral role in the development, implementation and reviews of Perley Health's Violence Prevention Policy.

The JOHSC has identified resident to staff responsive behaviours (both verbal and physical) as one of the contributors of violence in the workplace and follows these incidents diligently. The JOHSC has done work in this area to improve the reporting and incident followup process, but has deferred further improvement work to the 3Ds (Delirium, Dementia & Depression) QIP Team. Although the main objective of the 3Ds QIP team is to minimize the occurrence of resident responsive behaviours to improve quality of life for residents, the team's work should also result in a decreased risk of violence for staff, and an overall improvement in staff work life.

- 3) Perley Health's Code White (physically responsive resident) and Code Silver (threatening person) emergency responses are revised and tested on an annual basis.
- 4) Regular discussion of Safety-related issues at the leadership level. Safety is included as a standing item on the Operational Management team's bi-weekly agenda.

In addition to the work above, Perley Health's leadership has a renewed focus on the issue of psychological health and safety, which has been a priority for Focused Action in the QIP for the past few years. An initial diagnostic was completed through the administration of the Mental Fitness Index (MFI) survey, which provides a Psychological Health and Safety (PHS) indicator score. A Psychological Health and Safety workplan was developed, with implementation of most short-term initiatives completed, and implementation underway for mid to long term initiatives. Progress against the workplan is monitored by the leadership team, and reported to the Quality of Life and Safety committee annually.

## Patient Safety

Perley Health's commitment to excellence in resident care is identified as a key strategic priority. This commitment is further defined in Perley Health's quality framework through the identification of specific quality and safety aims, including the reduction of preventable harm. To help achieve this aim, Perley Health has robust and standardized processes in place to ensure timely response, documentation, disclosure, investigation, learning and sharing for all safety incidents.

Key features of Perley Health's system include standard systems for documenting all resident related incidents and completing an initial review to determine root causes. Criteria are in place to identify those incidents that require a more in-depth root cause analysis (RCA). This process is outlined in Perley Health's Incident Management policy and is aligned with the organization's Enterprise Risk Management approach. Outcomes from investigations and learnings from RCAs are shared with those involved in the incidents, with aggregate/summary data shared more broadly with Perley Health stakeholders, including the Board's Quality of Life and Safety Committee, staff, residents and families.

# Health Equity

In 2021, Perley Health established a Cultural Awareness & Inclusion Committee which focuses on enhancing equity and inclusion for both residents and staff. Enhancing Cultural Awareness & Inclusion is a priority goal in our 2023 annual objectives.

On admission, our team collects sociodemographic information thorough a psychosocial assessment. We gather and regularly review information regarding religious, language, social and cultural background. Our care teams use this information to tailor their approach to meet the needs of each individual resident in the spirit of person-centered care. We are working to evolve our sociodemographic data architecture to enhance our ability to pull sociodemographic data from our system in a way that allows us to more broadly understand the makeup of our resident population.

One strategy implemented to address shifting social needs is to create a “Sacred Space” which is an alternative to Perley Health’s main chapel (which contains Christian symbols). This sacred space was designed in collaboration with leaders from the community and is set up to accommodate smudging and to be a comfortable alternative space for prayer / meditation. We also have worked to accommodate prayer and cultural traditions within the residents’ room when they are unable to attend the Sacred Space.

Work is currently underway to develop a policy framework for Accommodation of Cultural and Religious practices to solidify our approach.

# Contact Information/ Designated Lead

For additional information about our 2023/24 QIP, please contact:

**Melissa Norman**

Director, Quality and Interprofessional Care

Email: [mnorman@perleyhealth.ca](mailto: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:

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Board Chair / Licensee or delegate

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Administrator /Executive Director

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Quality Committee Chair or delegate

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Other leadership as appropriate