

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

February 28, 2024



OVERVIEW

The Elliott Community is a charitable, not-for-profit organization that has served the seniors' community in Guelph for greater than 100 years. We are a member of AdvantAge Ontario and accredited by CARF Canada. The Elliott Long-Term Care Residence consists of 85 residents living in 4 resident home areas. One of the resident home areas is a secure environment that accommodates 11 residents living with various types dementia who may wander and need a safe space to do so.

Our mission is:

“Quality choices in a caring and inclusive, home-like community. A tradition of promoting dignity and independence for those we serve and their families”

Our values are:

Integrity, Compassion, and Caring

The Elliott Community undertook a strategic planning process in 2023 and developed a plan for 2024-27. The plan is based on 4 key Strategic Imperatives. They are designed to invigorate and strengthen The Elliott Community by focusing on longer-term objectives and reviewing the sense of purpose and commitment among directors and staff. They are also designed to continuously improve The Elliott Community's high standard of care; financial stability; and community partnerships. We plan to continue to grow the breadth of our association with The City of Guelph, as well as other key community partners, and continue to be a major resource in the delivery of health care services in the post-retirement, assisted living and long-term care sectors.

Our Strategic Imperatives:

1. Enhance the Elliott Community resident experience
2. Bring out the best in everyone
3. Create community partnerships with purpose
4. Focus on financial sustainability

The Elliott Long-Term Care Residence continues to be committed to Continuous Quality Improvement and is supportive of the renewed focus on quality in the Fixing Long Term Care Act and Regulations, 2021. We look forward to strengthening our connection with the Guelph-Wellington Ontario Health Team and aligning our future quality initiatives with a collaborative quality improvement plan (cQIP). Through The Elliott Community's collaborative efforts of our interdisciplinary team and engagement with our community partners, we are always working to improve the quality of care we provide as well as improve the quality of life of the residents we serve.

This year, our quality improvement plan (QIP) will reflect areas of focus The Elliott Community has identified as priorities through data analysis. In our 2023 Resident and Family Experience Survey, analysis of the feedback received led us to identify 'Enhancing the Resident Activity Programs Satisfaction' as an area of focus. We will measure this indicator through our annual Resident and Family Survey. The indicators in the prior 23/24 QIP, specifically focusing on 'Enhancing Pleasurable Dining Experience' and 'Percentage of residents with worsened stage 2 to 4 pressure injuries,' we have pinpointed these two areas for further enhancement. These critical indicators will transition into the 24/25 QIP, underscoring our unwavering commitment to continuous improvement in these specific areas through dedicated and ongoing efforts to elevate

performance.

In addition, we have identified another clinical area for improvement from the recommendation of Health Ontario, the 'Percentage of long-term care residents who fell in the last 30 days.' Our current performance is measuring slightly above the provincial benchmark. This indicator is a priority Issue for both TEC and OH this year.

We recognize Ontario Health's other priority areas of focus and have addressed them in our comments section of the QIP Workplan, however, we are consistently exceeding provincial benchmarks in those areas of focus. Consequently, we have decided not to include those indicators in our areas of focus for the 24/25 Quality Improvement Plan.

The Elliott Community 24/25 Quality Indicator Overview		
Priority Issues	Indicator	Type
Theme I: Access and flow	Rate of potentially avoidable ED visits for long-term care residents	OH Optional
Theme II: Equity	% of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and antiracism education	OH Optional
Theme III: Experience	Do residents feel they can speak up without fear of consequences?	OH Optional
	Do residents feel they have a voice and are listened to by staff?	OH Optional
	Resident Experience: Enhancing the pleasurable dining experience	TEC Custom Priority
	Resident Experience- Activity Programs satisfaction rate	TEC Custom Priority
Theme III: Safety	Percentage of Residents with worsened stage 2 to 4 pressure injuries	TEC Custom Priority
	% of long-term care residents not living with psychosis who were given antipsychotic medication	OH Optional
	*% of long-term care residents who fell in the last 30 days	OH Optional & TEC Custom Priority

ACCESS AND FLOW

The Elliott community is actively engaged in initiatives to ensure timely access to care, focusing on improving patient flow and enhancing outcomes and experiences for residents. We aim to implement innovative models of care and strategies to prevent unnecessary hospitalizations and emergency department visits, emphasizing the importance of accessing primary care providers in a timely manner.

One notable improvement is the appointment of a Full time Nurse Practitioner to provide evidenced-based, safe, and high quality resident-centered care within the LTC setting while also avoiding unnecessary emergency department (ED) transfers and the associated increased clinical risks. By doing so, we aim to ensure that individuals receive the right level of care in the right place at the right time.

Furthermore, efforts are made to enhance primary care services within long-term care settings. This involves facilitating timely access to healthcare professionals, including physicians, and allied health professionals. By embedding these resources within the long-term care home, residents receive more immediate attention for their healthcare needs, reducing the reliance on emergency departments and hospital admissions.

Innovative models of care are being introduced to address the unique needs of residents at the home. This includes implementing advanced care planning, proactive health assessments, and early intervention strategies. By identifying and addressing health concerns at an early stage, the home contributes to a better health outcomes and an improved overall care experience for the

residents.

Addressing the reduction of hospital transfers related to urinary tract infections was another area targeted for improvement. Initiatives were implemented to mitigate the risk of UTIs, focusing on conducting thorough UTI assessments and facilitating appropriate dietitian referrals for optimal hydration. In addition, we are currently in the process of acquiring new bladder scanners to enhance UTI investigations, aiming to minimize hospital transfers effectively.

The Elliott Community is actively advancing its commitment to a healthcare system that is responsive, efficient, and patient-centered through ongoing education and awareness initiatives for front-line staff, families, and residents. These efforts emphasize the importance of accessing the right care in the right setting. Additionally, the organization is dedicated to fostering effective communication, leveraging technology, and improving primary care services within the home. Through these collective measures, The Elliott Community is contributing to the shared goal of a healthcare system that prioritizes the needs of patients and ensures a seamless and efficient care experience.

EQUITY AND INDIGENOUS HEALTH

The Elliott Community is committed to fostering an inclusive environment that eliminates barriers to promote equity and diversity. Our celebration of everyone's unique diversity is reflected in our resident-centered care philosophy, where we actively listen to and act upon the diverse needs and goals of each individual, encompassing physical, psychological, emotional, social, spiritual, and cultural aspects. We continuously evolve our services to meet

the changing demographics and diversity of our stakeholders, with a strong focus on expansion opportunities to better serve our community.

We believe in treating all residents equally, valuing their diversity and recognizing each person as a unique individual with a past, present, and future. Our dedication extends to building a diverse, qualified, and empowered workforce, supported by effective leadership, to meet the individual and diverse needs of our residents.

Upon admission, we respect residents' choices by collecting spiritual and race-based information, which informs our planning of special events and meals. Also, in development of culturally sensitive care plans, incorporating traditional healing practices, and fostering an inclusive environment that respects diverse beliefs and values. Our Chaplain is committed to accommodating multidominational spiritual needs, connecting with external spiritual leaders when required. Notably, we successfully accommodated unique requests, such as a smudging ceremony and Last Rites, demonstrating our commitment to residents' spiritual and cultural care.

We take immense pride in our initiatives, such as commemorating the National Day for Truth and Reconciliation, as a designated Elliott Community Wellness day for all staff. On this day, we invite all staff to reflect on the historical and contemporary impacts of settler colonialism on Indigenous communities. This day underscores our dedication to the ongoing journey of healing, reconciliation, and understanding. In alignment with this commitment, all staff were encouraged to wear their Elliott Community orange shirt during the

week leading up to our designated holiday, symbolizing unity in recognizing the importance of this occasion. To further solidify our dedication to Equity, Diversity, Inclusion, and belonging, we have entered into a meaningful Employer Partnership with The Canadian Centre for Diversity and Inclusion (CCDI). This strategic collaboration offers numerous benefits that will play a crucial role in supporting and advancing our ongoing diversity and inclusion journey.

The Elliott Community is committed to creating awareness among all staff from the management to the front line and also to promoting cultural equity as it has a major impact on molding our organizational values. Each year, our staff participates in mandatory online education to deepen their understanding of equity principles. This includes addressing unconscious biases, promoting inclusivity, and fostering a commitment to providing person-centered care that acknowledges and respects the diverse identities of residents.

Throughout the year we celebrate other culturally prominent days by providing education sessions, sending out newsletters, and involving all staff in celebrations. We encourage participation by sharing special treats and promote celebrations by encouraging staff to adopt meaningful dress appropriate to the occasion. Where possible we rely on staff to provide feedback on their own culture, helping us formulate meaningful opportunities for education and awareness.

Our 2023 Resident and Family Experience Survey reflected high satisfaction level, with freedom on expressing opinions and maintaining a respectful environment for everyone. These

initiatives underscore our ongoing commitment to creating an environment where everyone feels respected, included, and valued.



PATIENT/CLIENT/RESIDENT EXPERIENCE

The Elliott Community prioritizes resident experience as a central component of our quality improvement initiatives. The inclusion of resident perspectives ensures that the care provided is person-centered and responsive to individual needs. We adhere to the principle that we are here at the residents' home to serve them better.

The home has established a Resident Council, where residents actively participate in discussions about their living conditions, care services, and overall experiences. The council provides a platform for residents to voice their opinions, concerns, and suggestions, contributing valuable insights to the decision-making process.

Utilizing an annual Resident Experience survey aligned with the interRAI Quality of Life survey, we collect direct feedback from residents to comprehensively capture their experiences, preferences, and satisfaction with our care and services. This survey employs a combination of quantitative and qualitative data, providing a holistic understanding of respondents' perspectives.

The collected feedback undergoes thorough analysis by the Continuous Quality Improvement Steering Committee and the Risk Management and Quality Committee. Potential areas for improvement are identified, considering factors such as impact on residents and families, compliance with FLTC regulations, feasibility, and cost. Subsequently, the Quality Action Committee develops an action plan that outlines a roadmap for short-term improvements by year-end, with provisions for addressing lingering concerns requiring additional time for resolution.

In 2023, we enhanced survey participation by offering digital, hard copy, and assisted survey methods for residents. Actively involving residents in the Continuous Quality Improvement Steering Committee ensures that their insights shape decision-making and reflect their perspectives in quality improvement initiatives.

Additionally, a care survey is conducted upon a resident's departure, allowing them to provide overall feedback about their Elliott experience. Leadership reviews and addresses concerns through Quality Improvement Committees.

This resident-centered approach, involving residents in decision-making, feedback collection, and improvement initiatives, ensures

that our care aligns with their preferences, contributing to a positive and supportive living environment.

PROVIDER EXPERIENCE

At The Elliott Community, we cultivate a positive and supportive working environment, fostering better resident care.

Our commitment to staff development is evident through ongoing training and professional opportunities. We have invested in an industry leading learning management system, ensuring our team stays abreast of best practices in long-term care. This not only enhances their skills but also reflects our dedication to their continuous growth.

Transparent communication channels, including regular team meetings, email newsletters, and feedback sessions, create an atmosphere where concerns are addressed, and achievements are acknowledged.

Recognizing the dedicated efforts of our staff is integral to maintaining morale. Multiple employee appreciation programs, such as annual recognition for long-service employees, daily free coffee, and inclusive communal celebrations, contribute to a positive and motivating workplace.

Ensuring a reasonable workload and work-life balance is a priority. At The Elliott, we maintain a 1:6 PSW-to-resident ratio, actively work on adequate staffing levels, and offer fair scheduling practices. Competitive vacation programs and flexible working hours, including compressed work weeks and work-from-home options for qualifying roles, enhance job satisfaction.

Our total rewards program includes competitive compensation, benefits, OMERS retirement pension plan and paid time off (paid sick time and additional wellness days). We provide programs and services to promote employee well-being including mental health resources via Cloud MD and Mindbecon who offer virtual mental health supports. The introduction of a new wellness spending account promotes flexible and inclusive benefits for staff, contributing to overall well-being.

With effective, supportive leadership, we have created a highly engaged work environment. In 2022, 117 new hires occurred, which significantly decreased to 59 in 2023, indicating improved staff satisfaction and retention.

SAFETY

Recognizing the dynamic nature of maintaining a safe environment for both residents and staff, we actively engage in an ongoing, adaptive process. Proactively addressing evolving factors, The Elliott Community has instituted a range of measures meticulously crafted to foster resident safety, cultivating a secure and supportive living environment.

As an integral component of our Continuous Quality Improvement program, we prioritize meticulous oversight through the systematic tracking and quarterly analysis of both complaints and critical incidents. Each critical incident serves as a focal point for thorough investigation and reflection, involving collaborative sessions with staff, including healthcare providers. This reflective process is instrumental in identifying root causes and potential areas for improvement.

Our commitment extends to a comprehensive quarterly analysis that delves into the identification of emerging trends and the evaluation of the outcomes of interventions and programs. This strategic approach allows us to proactively manage resident safety by refining existing protocols and introducing targeted enhancements.

Furthermore, on an annual basis, we undertake a comprehensive evaluation of the entire complaints and critical incident processes. This involves a detailed review aimed at identifying areas for program and policy improvements. By engaging in this annual reflection, we ensure that our commitment to continuous improvement remains steadfast, fostering an environment of constant evolution and refinement in our pursuit of optimal resident safety and well-being.

Fostering a safe environment is enriched by our dedication to education and awareness. Lessons learned and vital safety awareness information are actively disseminated and discussed with families and residents during our regularly conducted resident and family council meetings each month. Additionally, to ensure the seamless flow of essential information, we employ the distribution of pertinent updates and insights through our thoughtfully curated Email Newsletters to residents and their families.

Lastly, we also conduct individualized communication on resident safety through both annual and as-needed care conferences. These conferences, facilitated from an interdisciplinary perspective, serve as a platform for open dialogue. Our dedicated pharmacist, an

integral part of our provider team, actively participates in each care conference, engaging with families and residents to discuss medication safety tailored to their unique needs. Beyond medication safety, we use these conferences to disseminate various safety-related information, including assessments of fall risks as they arise, ensuring a holistic and proactive approach to resident well-being.

POPULATION HEALTH APPROACH

The adoption of a population health approach at the Elliott Community signifies a holistic commitment to addressing the broader determinants of health and ensuring the well-being of the entire resident population, transcending individual health needs. An integral facet of this approach involves conducting comprehensive health assessments for residents upon admission. Care plans are crafted based on individual needs, encompassing not only existing health conditions but also preventive measures to sustain and enhance overall health such as a comprehensive fall risk assessment, skin integrity assessment, etc.

In the realm of infection prevention and control we prioritize rigorous measures to safeguard residents' health. Regular hand hygiene practices, vaccination programs, and strategic interventions to minimize the spread of infections within the facility are paramount in ensuring a health-focused environment.

Nutrition programs play a pivotal role, tailored to meet the dietary needs of residents. Our programs are designed to provide nutritious meals, preventing malnutrition and contributing to the well-being of the entire population.

Physical activity is actively encouraged through structured programs, aiming not only to support individual health but also to contribute to the overall population health by promoting mobility and reducing the risk of falls.

Recognizing the importance of mental health and social well-being, we implement activities and programs to foster social engagement, reduce isolation, and enhance collective mental health.

Chronic disease management strategies are implemented on a population level, encompassing medication management, regular health monitoring, and lifestyle interventions. Moreover, health education initiatives empower residents with information about managing chronic conditions, understanding medications, and promoting a healthy lifestyle.

For residents with advanced illness, homes implement palliative care program to ensure comfort and dignity at the end of life. This approach considers the residents diverse needs during this critical phase. Also, Advance Care Planning is discussed with resident/POA upon admission to find out what their wishes are to develop a plan before crisis situations occur.

As an integral component of our Continuous Quality Improvement program, we systematically undertake annual evaluations of the services rendered. This diligent process involves not only the identification of population health trends through thorough data analysis but also extends to the implementation of necessary adjustments and improvements to care practices and services. These strategic modifications are precisely tailored to address the identified areas for enhancement, thereby guiding our efforts

towards achieving and elevating overall health outcomes.

The comprehensive strategies employed underscore a commitment to the collective well-being of residents, reflecting the overarching goal of promoting and sustaining optimal health of our residents.

CONTACT INFORMATION/DESIGNATED LEAD

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OTHER

The Elliott Community is embarking on a transformation to become the first Guelph long-term care home accredited in The Butterfly Approach, a person-centered and emotion-focused model of care. Partnering with Meaningful Care Matters from the UK, the initiative aims to create a meaningful care culture where residents are "free to be me." The Butterfly Approach emphasizes emotional and physical needs equally, fostering flexibility, engagement, and a family like atmosphere. The goal is to move away from a clinical approach, replacing schedules with flexibility and meaningful activity and creating an environment that feels more like home and less like an institution.

During the 18-month transformation which is expected to be completed in the spring of 2025, the Wellington and Fountain home areas on the third floor will pioneer the Butterfly Approach. Staff will undergo training to make emotional connections and understand the complex needs of people living dementia and other complex care needs. The focus includes enhancing the environment, providing 24-hour access to food and drinks, incorporating family-style meals, encouraging meaningful engagements and supporting resident choice and autonomy. Once accredited in Wellington and Fountain, a person-centered and emotion-focused approach will extend to other areas of long-term care at The Elliott Community. The initiative aligns with The Elliott's mission to offer quality choices in a caring and inclusive community, promoting dignity and independence.



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 Mar 26, 2024

Peter Barrow

Board Chair / Licensee or delegate

Heather Van Caunenburgh

Administrator /Executive Director

Michelle Karher

Michelle Karher (Mar 26, 2024 14:45 EDT)

Quality Committee Chair or delegate

[Signature]

Other leadership as appropriate