



The Elliott Community Quality Improvement Plan Narrative

March 31, 2023



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 2021 and developed a plan for 2022-24. The plan is based on 4 key Strategic Directions. They are designed to enable The Elliott Community to be as flexible and innovative as possible to respond to the uncertain and transformative times of the COVID and post-COVID periods. 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 Directions:


1. *Expand and strengthen Long-Term Care facilities*
2. *Be a sector leader in human resource management*
3. *Strengthen financial well-being and sustainability*
4. *Widen our reach into the community*

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 2022 Resident and Family Experience Survey, analysis of the feedback received led us to identify ‘enhancing the pleasurable dining experience’ as an area of focus. We will measure this indicator through our annual Resident and Family Survey. In addition, we have identified two clinical areas of focus that have room for improvement. The ‘percentage of residents with new or worsened stage 2 to 4 pressure injuries’ will be one area of focus for improvement this year, as our current performance is measuring slightly above the provincial benchmark. Although we have consistently performed better than the provincial average for ‘percentage of residents not living with psychosis who were given antipsychotic medication’, we have identified a trend in our data that we will focus on reversing this year. This indicator is a priority area 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 these areas of focus. Therefore, we will not incorporate the indicators of ‘potentially avoidable emergency department visits’; ‘being able to speak up about the home’; and ‘having a

voice’ in our areas of focus for our 23/24 Quality Improvement Plan.

 The Elliott Community 23/24 Quality Indicator Overview		
Theme	Indicator	Type
Theme I: Timely and Efficient Transitions	Number of potentially avoidable emergency department visits for long-term care residents	OH Priority
Theme II: Service Excellence	Resident experience: Being able to speak up about the home	OH Priority
	Resident experience: Having a voice	OH Priority
	Resident Experience: Enhancing the pleasurable dining experience	TEC Custom Priority
Theme III: Safe and Effective Care	Percentage of long-term care home residents not living with psychosis who were given antipsychotic medications	OH Priority & TEC Priority
	Percentage of Residents with new or worsened stage 2 to 4 pressure injuries	TEC Custom Priority

Resident Engagement and Partnering

Our 2022 Resident and Family Experience Survey was a success. We garnered increased resident and family responses from prior year through accessibility of options on how to complete the survey, both paper and electronic, as well as increased available one-to-one support for residents who wished to respond. Analysis of the survey results indicated an overall very high level of satisfaction among our residents and families served in our Long-Term Care community. Another improvement to the survey experience this year was the option to identify a desire for individual follow up to discuss their experience in further detail. If a resident or family member requested individual follow up, the survey would prompt them to include their name and contact information, otherwise the surveys were anonymous. The Quality Improvement Resource Nurse followed up with individuals who made this request for in-person or phone call meetings. These meetings not only allowed for identification of areas for improvement, they also fostered collaboration and co-design of change ideas related to our 23/24 Quality Improvement Plan.

During the data analysis from individual meetings as well as the experience survey results, a theme of ‘enhancing the pleasurable dining experience’ was identified as an

area for improvement. Residents and families had specific and broad ideas for how we could meet the needs of residents in the dining room in a more person-centered manner. Their feedback also identified areas where we are currently meeting their needs and were therefore not a priority to focus on. The results from the Resident and Family Experience Survey were reflected upon at our quarterly Continuous Quality Improvement Steering Committee meeting as well as our monthly Quality Improvement Action Team meetings. Together, armed with our resident and family ideas, we developed an Action Plan based on this collaboration.

The 2022 Resident and Family Experience Survey Key Results, Top Successes, Goals, and Action Plan document is posted to our website and was presented at Resident and Family Council meetings in March. In addition, we have included enhancing the pleasurable dining experience as an indicator on our 23/24 Quality Improvement Plan. The change ideas supporting this indicator are directly related to the co-design of our experience survey action plan.

Provider Experience

The healthcare system continues to feel the impacts of the COVID-19 pandemic as well as an aging population. The Elliott Community is no exception. We continue to experience the impacts of additional tasks required for

infection prevention and control that have become a daily reality. Additional tasks include: enhanced high-touch surface cleaning; resident and staff testing; vaccine administration; symptom screening; ensuring proper personal protective equipment (PPE) use and availability; and the constant communication effort to keep our residents, family members and staff informed of the most up-to-date information. In addition to COVID outbreaks, our home has also experienced RSV and Influenza outbreaks among residents and healthcare providers. Although we have effectively managed outbreaks by early detection through screening and prevented widespread infections through diligent PPE use, the experiences take its toll on our healthcare team members. Our staff compliment has stabilized and student placement efforts have been a fruitful pipeline of new team members who are already familiar with our community. However, illnesses among our healthcare providers as well as staff cohorting during outbreaks requires team work and flexibility to manage successfully and avoid burnout.

One of the improvement initiatives to manage this effort is expanding our dedicated scheduling role from part-time to full-time. This change has supported charge nurses and the director of care with consistent scheduling support, as well as increasing the accessibility for healthcare providers to manage their schedules and time off.

New programs from Human Resources this year included a new employee referral bonus program, where staff members who referred individuals in their networks to apply for roles that are challenging to fill received a bonus for their referral. Another program implemented this year was the wage premium for those who are able to cover a shift on short notice. These programs have helped to support the sustainability of our healthcare provider staffing as well as reward them for their ongoing efforts.

Christmas time further recognized our staff efforts through presents that everyone could enjoy. A gift card that could be used at a wide range of stores and restaurants of staff's choice as well as a fresh fruit and veggies box from a new community partner, Fresh Box Market, were on offer. The feedback from everyone was very positive, especially at a time when groceries cost more than ever before.

This past year, we had opportunity to reflect on the benefits package The Elliott Community provides. The Human Resources department conducted a survey of staff members to gain feedback on the types of benefit changes they would like to see. The results were shared with staff and increases to amounts and variety of services was implemented early in 2023.

Also implemented in 2023 was approval of our budget from our community funding partner, the City of Guelph, to provide staff with a 3% wage increase. As the designated municipal LTC healthcare facility, we are fortunate not to be bound by bill 124 with wage increase caps, therefore we were able to offer this increase to all staff, including healthcare providers.

Mind Beacon is another feature The Elliott Community provides for all staff for free. It is a workplace mental health program that is accessible 24/7 providing mental health support from licensed mental health professionals. Staff take part in this service completely anonymously so there are no privacy concerns when accessing this service.

As part of our continuous quality improvement program at the Elliott Community, staff members, including health care providers, are invited to join CQI Steering Committee and QI Action Team meetings. In addition, our Elliott Community Employee Association is another avenue where staff members can voice feedback and quality improvement ideas.

Workplace Violence Prevention

The Elliott Community has a Workplace Anti-Violence Policy that states “The Elliott Community is committed to building and preserving a safe working environment for

its employees. In pursuit of this goal, The Elliott Community does not condone and will not tolerate acts of violence against or by any The Elliott Community employee. The Elliott Community will take every reasonable precaution and implement measures to prevent violence and protect all employees from potentially violent situations”. This policy outlines the procedure for reporting, investigating, and assessing instances of workplace violence. Staff who report are supported without prior judgement. Furthermore, the Behaviour Supports Ontario (BSO) program policy outlines the procedure for completing an accident report for any staff who experience an injury from an incident of resident aggressive behaviour. In the Healthcare – Workplace Anti-Violence Policy, the procedure for immediate intervention and reporting of violent behaviour is outlined. This policy includes roles and responsibilities, immediate action steps as well as the formal review process. Formal Reviews are conducted by a multidisciplinary team that may include a Joint Health & Safety Member, Resident Representative, Physician, HR consultant, managers, and/or legal services. In addition, upon hire, all staff receive an Elliott Community whistle, for use in the instance of requiring immediate assistance.

The Behaviour Support Ontario (BSO) program is involved in developing and implementing procedures and interventions to assist residents and staff who are at risk

of harm or who are harmed as a result of a resident's behaviour. Registered and non-registered staff are included in the BSO Team who take a multidisciplinary approach to assessing, monitoring, and communicating interventions for residents with responsive behaviours. Every effort is made to determine the cause of responsive behaviours so that appropriate interventions can be established. The goal is minimizing the risk of violent altercations between residents and between residents and staff.

With regards to violence prevention, our policy is to complete a Violence Assessment for every resident upon admission, which determines the risk of violence.

Residents who have a moderate to very high risk score will be identified with a Blue Moon symbol on their room door and on their mobility aid as well as identified on our electronic care documentation record. In addition, all staff participate in new hire and annual orientation on abuse and aggression. We strive to ensure all healthcare provider staff have access to the Gentle Persuasive Approach training throughout the year.

At an organizational level, workplace violence prevention is a priority monitoring area of risk. Key Performance Indicators are reported to the Board of Directors quarterly and include resident to resident and resident to staff abuse cases. In 2022, The Elliott Community Long-

Term Care home experienced one critical incident of resident to resident abuse that did not result in injury due to quick intervention by staff who implemented 1 to 1 supervision until the violent resident was appropriately transferred to hospital.

The Elliott Community Strategic Plan for 2022-2024 includes the pillars of Expand & Strengthen Long-Term Care and Sector Leader in Human Resources. Both of these pillars are supported by a having safe and informed workforce where our community prioritizes the prevention of workplace violence.

Resident Safety

The Elliott Community demonstrated commitment to continuous quality improvement in 2022 through the development of a new role of Quality Improvement and Risk Management Resource Nurse. This role further develops the Continuous Quality Improvement program, aligned with the FLTCA 2021, to monitor and analyze organizational quality indicators and support quality improvement projects. In addition, this role chairs both the Continuous Quality Improvement Steering Committee (quarterly) and the Quality Improvement Action Team (monthly). The CQI Steering Committee provides direction, recommendations for improvement initiatives, and oversight of organizational quality indicators. Whereas the QI Action Team collaborates across

departments to develop and implement quality initiatives. The QI Resource Nurse also reports quarterly to the Risk Management and Quality Committee, a subcommittee of the Board of Directors.

A new initiative implemented with the development of the CQI Steering Committee to enhance a safe and just culture throughout The Elliott Community, was the addition of resident experience stories to promote understanding of resident's perspectives and fuel improvements. The CQI Steering Committee has found it very challenging to find residents who are willing and able to join this committee. Our intention is to have a resident and family member join every quarterly meeting. However, the barriers of fluctuating health status and care routines have not allowed a resident to join these meetings as yet. Recruitment of residents and family members to this committee is a standing agenda item. The resident experience story is a great way to represent resident voices at these committee meetings and create a connection to the people we serve, regardless of their ability to attend.

Annual and as needed care conferences are a way that the Elliott Community provides individualized communication about resident safety from an interdisciplinary perspective. Our pharmacist from our provider attends each care conference and is able to

discuss medication safety with the family and resident, based on their individual needs. We also share other types of safety information, such as risk for falls, at care conferences and as these risks arise. Mental health of our residents is another area of focus that was improved this past year with the addition of a social worker role. This role enriches the existing BSO program supports by providing a more tailored approach for mental health needs beyond the behavioural and psychological symptoms of dementia. The social worker also provides learnings on successful interventions with the care team and families to continue support beyond their one-on-one sessions.

A resident safety quality improvement project from 2022 was the organizational decision to transition to a new pharmacy provider. We experienced a significant decline in the consistency and overall service we were receiving from our pharmacy provider. The nurses voiced their concern for resident safety risk of medication errors. After several attempts to resolve the issues, the organization and the nurses agreed it was time to seek a new provider. With the transition to Silverfox pharmacy, we were able to implement Integrated Medication Management (IMM) as a new medication safety technology that supports the safe processing of orders and receiving of medication deliveries. In addition, our new pharmacy provider has a medication incident

tracking portal that has a much more streamlined approach to tracking and communicating errors. This platform is electronic, an improvement over our previous paper process. Although the transition of pharmacy providers was a massive undertaking that required a detailed approach to ensure the safety and continued service to residents, it has been a success. Feedback from the nursing team indicates a renewed confidence in the pharmacy support and reduced risk to resident safety.

Our Pharmacist has also joined another newly implemented committee this year, the Medication Safety Management Committee, who meet quarterly. This committee is chaired by our LTC Administrator and takes a multidisciplinary approach to reporting on resident safety. The Director of Dietary, Registered Dietician, Program Leads, the Medical Director, QI Resource Nurse, Directors of Care, Associate Directors of Care, RAI Coordinator, and LTC Charge Nurse all attend this meeting as well. Program successes and challenges are reported on through a resident safety lens and an interdisciplinary problem-solving approach is applied.

Finally, an ongoing part of our Continuous Quality Improvement program includes tracking and quarterly analysis of complaints and critical incidents. Every critical incident is investigated and reflected upon with staff, including healthcare providers, and analyzed for process

changes that could prevent similar incidents from occurring. Every quarter, the analysis consists of identifying trends and evaluating the outcomes of interventions and programs to successfully manage resident safety. Annually, the complaints process and critical incident process are evaluated to identify areas of program and policy improvements.

Health Equity

The Elliott Community is dedicated to providing an atmosphere free from barriers in order to promote equity and diversity. We celebrate and welcome the diversity of everyone. The Elliott Community embraces a resident-centered care philosophy that includes listening to and acting on the voices of the persons served in regards to their physical, psychological, emotional, social, spiritual and cultural goals and needs. Our organizational strategic directions include evolving the spectrum of our services to meet the needs of changing customer demographics and diversity with a strong focus on expansion opportunities to meet the needs of those we serve. We believe it is important to treat all residents equally, while recognizing their diversity, seeing each person as a unique individual with a past, a present and a future. We are committed to having diverse, qualified, and empowered workforce that is respected and supported

by effective leadership to meet the individual and diverse needs of the residents.

Upon admission, we collect resident’s spiritual and race-based information, if they choose to disclose it. The Recreation team is able to review reports of this data which informs their planning of special events and meals. In addition, our Chaplain is committed to accommodating multid denominational spiritual needs and relies on their network to access support from external spiritual leaders, as required. For example, this past year, one of our residents requested accommodation for a smudging ceremony with respect to their indigenous culture. Our Chaplain was in touch with a local elder and indigenous person who was able to perform this ceremony at The Elliott Community. This accommodation required planning with the environmental services team and coordination to ensure the fire system alarm was not triggered, but the accommodation was made possible and was a success. Another accommodation that was made this past year was for a resident who requested Last Rites during an outbreak where non-essential guests were not permitted. Our Chaplain accommodated this request by arranging for a Catholic Priest to virtually perform the Last Rites while he performed the physical portion in-person. The Elliott Community is proud of the exceptional lengths our Chaplain has gone to in accommodating our resident’s spiritual and cultural care.



This past year, The Elliott Community painted and conducted a grand opening of our Rainbow Walkway, pictured above. Residents and staff joined in the event

and shared rainbow popsicles in the summer sun. This initiative provided learning opportunities and sparked conversations between residents and staff about equity, diversity and inclusion. In addition, later in June, staff dressed in rainbow colours and waved rainbow flags in our very own pride parade through resident dining rooms at lunch time. The parade sparked joy in the resident's day and created awareness for pride month.

In June, we celebrated National Indigenous History Month by hosting an Indigenous Turtle Drumming Circle that honored the heritage, resilience and diversity of the First Nations, Inuit and Metis people across Canada. Both residents and staff joined in on this event. In September, our community engagement team recognized National Day for Truth and Reconciliation by providing every staff member with an orange t-shirt to wear on orange shirt day. This day was accompanied by educational material on the significance of the day.

During Cultural Awareness Month in July, some of our staff and resident's cultures were recognized and their stories were shared through our social media platforms.

On our 2022 Resident and Family Experience Survey, we included a question that asked respondents to tell us their level of agreement with the statement 'I feel that my expression of identity, spirituality, culture and language preferences are honoured and included in this

community'. There was an extremely high level of satisfaction reflected in resident and family responses to this question. There was 100% agreement that the Elliott Community honoured and included expressions of identity, spirituality, culture and language.

Reflections since last QIP submission

The COVID-19 pandemic has stressed the health care system and highlighted how important the long-term care sector is to serve the care needs of Ontarians. A positive side of the pandemic is a greater depth of understanding and respect for how interconnected our systems are *and* how resilient we can be when we work together.

In 2020-2022, The Elliott Community organizational quality improvement plan shifted priorities in response to the resources required to manage change through the COVID pandemic waves. A Pandemic Plan was developed that focused on communication, compliance with directives, and human resources. It was necessary to put planned quality initiatives on hold to ensure the safety of residents and staff. Everyone contributed to this endeavor. Staff members were often experiencing redeployment to support areas of the community in need. For example, administrative and leadership team members joined the effort to ensure residents received proper nutrition and hydration, seven days a week.

With lockdowns in place and a no-visitor policy directive, frequent communication became essential. Over 100 email communications were sent out to staff, residents and families in 2021 alone. The recreation team facilitated hundreds of virtual connections between residents and their family members, via zoom calls and reading out emailed notes. In addition, a pen pal program was fostered between surrounding community members and residents.

Maintaining the human connection through all the barriers that COVID necessitated was essential to combat the effects of isolation, for everyone.

Health human resources scarcity has impacted our healthcare system and The Elliott Community is no exception. Our human resources department implemented six different recruitment programs to meet the challenge. In addition, wellness programs became more robust to support the mental health and wellbeing of employees. Despite the focus on COVID, the nursing department was able to provide over 50 education sessions since the beginning of the pandemic. This education supported the diligent infection prevention and control practices as well as the maintenance of clinical skills with such topics as falls prevention, wound care, and documentation.

The Elliott Community acknowledges the ongoing heroic team effort for all the additional tasks that are now a daily reality. Providing high-quality long-term care, constrained by resources, was difficult prior to the COVID pandemic. This crisis required an immense amount of effort from everyone involved. Additional tasks include: enhanced high-touch surface cleaning; resident and staff testing; vaccine administration; daily symptom screening; ensuring proper personal protective equipment (PPE) availability and appropriate use; and all of the other duties as assigned. The difficulty with PPE procurement was alarming and stewardship practices were of the utmost importance. A new team of employees were hired to ensure active screening at the building entrance as well as running COVID testing clinics. This team was instrumental in adapting the clinics as they evolved from PCR specimen collection (to send to the laboratory for testing) to implementation of onsite rapid testing procedures. Also, N95 mask-fit testing became a sudden need for every employee for their safety and to prevent the spread of infection to residents. The Elliott Community invested in training and equipment to manage this safety initiative in-house and continued to do so until late in 2022 when an external provider was procured for ongoing mask-fit testing.

The flexibility of the community to quickly adapt to continuous changes in their daily lives and work flow was (and continues to be) impressive.

Our community's advantage was having an established infection prevention and control (IPAC) lead position in place prior to the pandemic. This role, as well as our networking with Public Health, IPAC Community of Practice group, and IPAC hubs supported our COVID pandemic management success. Although we experienced outbreaks in our home, we lost no community members to this disease. We are proud to report that 100% of our employees are vaccinated for COVID, demonstrating their dedication to health and safety in their workplace.

In spite of the pandemic challenges, stakeholders know The Elliott Community is a pillar of stability that people can depend on in times of uncertainty. It is a community where residents feel safe in their home and staff are committed to meaningful work. Regardless of the unpredictability that exists in our lives, The Elliott Community has adopted an organizational tone of steadfast reliability and established longevity.

Under new legislation of the Fixing Long-Term Care Act, 2021, and to support a continuous and sustainable high standard of care, this year, The Elliott Community will renew our approach to quality. This includes the addition

of a new role that began in 2022 that is focused on organizational quality across departments and facilities. The Quality Improvement and Risk Management Resource Nurse will support departments to move their quality improvement plans forward as well as assisting with the identification of new initiatives and support implementation of changes. This role will ensure that quality improvement plans are aligned with organizational strategic directions as well as our Long-Term Care Home Service Accountability Agreement.

The Elliott Community quality improvement perspectives have also evolved with regards to the level of involvement of frontline staff, residents and families in the co-design of quality improvement recommendations. Going beyond response to individual feedback and resident/family council advocacy, members from these stakeholder groups will become representatives on the Continuous Quality Improvement Committee where they will collaborate with us to make recommendations for organizational quality initiatives.

This collaborative committee is an opportunity for individual and organizational growth. Through education on continuous quality improvement, we will learn together, build relationships and strengthen connections between our organization and its stakeholders.

Contact information

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Management Resource Nurse

Other**Ontario Health Team**

The Elliott Community is one of the core partners in the Guelph-Wellington Ontario Health Team (GW OHT) that have come together to transform our local health system that meets the needs of our residents now and in the future. A foundational expectation and objective of this system transformation is to develop a health care system that attracts and retains staff who not only have good experience, but find joy in the work they do. This is critical for Long-Term Care organizations like ourselves who are faced with the challenge of finding great staff who are passionate about the care of the elderly. Partnering with other organizations to solve this challenge together will be fundamental to the success of this transformation. We will be required to do business differently and this monumental task has been embraced by the leaders and organizations they represent. Trusting relationships and Board guidance has ensured us that we are doing the “right thing” for the “right reasons” as we forge ahead in developing a new way of organizing and

delivering care. While our Long Term Care home continues to feel the pressures of increasing resident acuity we will continue to collaborate with our partners to develop and implement new models of care to better support our residents and their families. The Ontario Health Team is a unique opportunity to work with our community partners to develop a local system that is responsive to the needs of the residents of our community to ensure they receive the care they need when they need it. As a partner in one of the first OHT’s, we know that together, we will be able to achieve much more than we could on our own.