

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 15, 2024

OVERVIEW

Trinity Village is a not-for-profit charitable organization owned and operated by Lutheran Homes Kitchener – Waterloo, a mission of the Eastern Synod of the Evangelical Lutheran Church of Canada. MISSION: A caring community which values and fosters the worth and the lifestyle of all.

VISION: Trinity Village, a faith-based organization, will be a community leader in "continuum of care" services.

VALUES: People - we are a team of compassionate care partners valuing the well-being of residents, clients and staff. Integrity - we practice honest, ethical leadership, through transparency, and accountability. Excellence - we strive for the continuous improvement of services through partnerships, best practices, research, and innovative technology. Stewardship - we take responsibility for our infrastructure, land, and environmental footprint.

Trinity Village recognizes and acknowledges the history of the land that we are situated on. To provide accountability and transparency, we frequently review our Truth and Reconciliation Statement: "We would like to acknowledge that we are on the traditional territory of the Haudenosaunee (ho-din-a-son-ni), Anishnaabeg (u-nish-a-nah-be y), and Neutral Peoples. Trinity Village is situated on the Haldimand Tract, the land promised to the Six Nations, which includes six miles on each side of the Grand River."

We have adopted the Eden Alternative as the guiding philosophy of care. The Eden philosophy is based on 10 principles that, when followed, provide guidance on how we can help elders continue living meaningful lives when they become too frail to live

independently. It creates an environment that reduces feelings of loneliness, helplessness and boredom experienced by many elders living in care homes. Eden provides elders with opportunities to be respected and honoured for their wisdom. It provides them with opportunities to give back to their community and to be engaged in activities they find meaningful every day. It fosters an environment where elders want to live, where families want to visit, and where staff wants to work. Well-being is an approach to care that supports the WHOLE person, that upholds their right to a life full of purpose, connection, empowerment, and possibility... regardless of age or changing abilities.

Trinity Village Care Centre also has Regional Accessible Community Gardens. To be environmentally conscientious, Trinity Village has beekeeping onsite.

Corporately, we are committed to continually improving our services, balancing the needs of residents and staff with good stewardship and accountability. Individually, we welcome innovative initiatives that are openly evaluated, helping us to foster a learning and results-oriented environment. Through best practice, research, innovative technology, and the accreditation process for the continuous improvement of services. Through the use of feasible eco-friendly initiatives.

In 2023 Trinity Village Care Centre was awarded Gold in the Professional Services Category for Nursing Home/Long Term Care Centre by the 2023 Record Reader's Choice Awards! In addition, we were recognized as a 2023 finalist for the "Best Nonprofit Employer - Technological Innovation (20+ staff)" from Charity Village. This significant achievement highlights our commitment to leveraging

technology and innovation in our operations.

Trinity Village recognizes the impact of both internal and external inputs. Our internal inputs come from our Continuous Quality Improvement (CQI) program data collected within the home to review and improve based on a three year comparison, benchmarks set within the home area, and those of the Region of Waterloo Wellington, Ontario, and Canada.

Following the CQI Annual Review, all staff participates in Mandatory Education, where the information is summarized and shared on the previous year's results and goals plan for the coming year. This is an opportunity for feedback and critiquing the focus for the coming year.

INTERNAL INPUTS

As a part of Quality Improvement for Trinity Village, meetings are held by the Chief Operating Officer, Quality Care Manager, and committee Chairs to review the current status of data for the home and create areas of improvement and focus points. As our committees meet with our interdisciplinary approach to better improve on the areas identified based on our data and the set AIM statements. Data review includes employee and resident surveys, CI results, ED visits and mandatory team stats.

EXTERNAL INPUTS

- Fixing Long-Term Care Act, Ministry of Health and Long-Term Care,
- Home and Community Support Services Waterloo Wellington,
- Long-Term Care Services and Accountability Agreement (L-SAA),
- Health Quality Ontario,
- College of Nurses of Ontario, Best Practice Guidelines,
- CARF Commission on Accreditation of Rehabilitation Facilities

(CARF).

These external inputs help to pave the way to Improve Quality Continuously.

ACCESS AND FLOW

Trinity Villages provides a large selection of personalized services by a team of qualified and compassionate staff. We strive to meet each resident's unique needs and preferences, developing individualized care plans. Our commitment to quality is reflected in our well-maintained facilities and varied programs. We create a safe, nurturing environment where residents can thrive and enjoy a fulfilling life.

We have adopted a systematic approach through Continuous Quality Improvement to making changes that lead to better resident outcomes (health), more robust system performance (care), and enhanced professional development. Trinity Village draws on the combined and continuous efforts of all departments and stakeholders, including residents and their families, to make better and sustained improvements.

We recognize the need for access to the right care at the right time. In November 2023, Trinity Village was fortunate to obtain the employment of a Nurse Practitioner. This led to a reduction in wait time for residents to be seen by a licensed practitioner. The Nurse Practitioner role brings the staffing compliment for licensed professionals to four within the Long Term Care Home. This ensures that, on 5 days of the week, there is a licensed professional available in the building for resident assessment. This is achieved through an overlapping schedule, with the Physicians in the building 3 days a week, and the Nurse Practitioner working 4 days a week.

Utilizing the additional expertise, we are initiating a targeted approach towards hospital transfers to reduce potentially avoidable visits to hospital, by advocating for treatment within the home whenever possible. This targeted approach will be the focus of the Nurse Practitioner and Assistant Director of Care, who will focus on Staff education, interventions and follow-up as well as follow-up and health teaching with residents and families.

Trinity Village also has a Behavioural Supports Ontario (BSO) Team, lead by a Manager of Cognitive Care, with a focus on resident well-being and development of successful strategies in managing behavioural responses. The embedded BSO team is designed to build capacity within the home to both reduce and respond appropriately to predictable responsive behaviours. This specialized team possesses the BSO Core Competencies of Person and Family-Centred Care, Knowledge and Assessment, Care Approaches and Capacity Building. Working in addition with the Nurse Practitioner, Quality Care Manager and RAI MDS Coordinator the BSO team is focusing on resident Antipsychotic use within the home. The aim is to review all residents taking Antipsychotic medication to verify applicable diagnoses, indications for use, appropriateness of medication and to reduce where possible to enhance resident quality of life. This medication reduction and competency with behavioural responses within the home will allow residents to thrive in their environment here at Trinity Village Care Centre.

Falls among long-term care home residents are a common cause of injuries such as hip fractures, and may result in a visit to the emergency department or hospital admission. Our falls team is focusing on interventions to reduce falls resulting in injury. This includes an analysis of common fall times, education for staff in

prevention of falls and education for interventions available within the home for prevention of injuries from falls. As a home, we also recognize that there are residents who are a higher risk for falls. We are completing data analysis to flag residents who are at risk for falls with injury or an increase of falls.

Together, both the BSO and falls teams are working with Human Resources to implement 1:1 staffing for those flagged within the respective programs. This will aim to reduce hospital transfers associated to behavioural responses or falls, due to the increased staffing compliment and closer monitoring of residents.

EQUITY AND INDIGENOUS HEALTH

Trinity Village welcomes and recognizes that our staff consists of individuals who bring new perspectives and backgrounds to the table. To represent this group, we have a Diversity and Inclusion committee. The Diversity and Inclusion committee is a group of individuals that are deeply connected to and feel passionate about diversity and inclusion. It may be comprised of staff, residents (Care Centre/Studios), clients (Adult Day Program), Terrace owners, family, volunteers and/or other community partners and affiliates. The goal is to acknowledge and promote our diversity and inclusion in an intentional and meaningful way in all aspects of Trinity Village life such as living, working, visiting and volunteering. We do this through creating safe spaces for discussion, education, policy development and practice, and ensuring everyone feels a sense of belonging, respect, and representation while they live and work at Trinity Village.

Trinity Village mandates that all employees must complete Surge Learning on diversity and inclusion within the workplace. This is

completed annually by staff to ensure understanding and acknowledgement of the diverse populations that enter Trinity Village Care Centre.

We also abide by a ZERO tolerance policy for workplace violence and harassment. All individuals are expected to abide by the code of conduct within the home to prevent unjust or prejudicial treatment. This code of conduct aims to ensure the safe and fair treatment of all.

Staff Conflict Forms and Witness/Incident Forms are available for staff that assist them in a positive approach and background information for management if needed. There are also policies and posters in place, reporting and data collection to ensure the safety of all within the home. Our home has implemented a new incident and witness reporting system with a subsequent action plan as a result of a program analysis. Through these actions, our home is able to identify any gaps or room for possible quality improvement as well as identify risk factors prior to an escalation. Health and Safety Committee/Employee Council/Diversity and Inclusion Committee provides education in areas of need.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Trinity's Operation Plan:

MONTHLY

- Pain and Palliative Care Committee
- Falls and Restraints Committee
- BSO Committee
- Skin and Wound Committee
- Incontinence Committee

- Resident and Family Council
- Department Meetings (PSW, RPN, RN, Programing, Nutrition, Environmental, Management)
- Board Risk and Quality Committee
- Resident Meeting
- Caregiver Support Group
- Care Partner Orientation

QUARTERLY

- Continuous Quality Committee
- Ethics Committees
- MART Committee
- Occupational Health and Safety Committee
- Employee Council
 - Trinity Village Care Centre & Site Wide
- HQO TV House Report Card – stats by home area
 - QIP AIM Statements (Falls, Worsening Wounds, Antipsychotics, ED Visits)
- DOCit – Documentation compliance and Average Late Charting Minutes
 - Point Click Care/Point of Care Charting Compliance
 - CPS Scores
 - Resident Audit Results: After Care, During Care, Bathing, Staff Conduct, Dining Room Service, Snacks, Supply Room, Call Bell Report (average time to answer and number of calls), # of Assist Feed Residents, # of Diabetic Residents Requiring Treatment, # of Transfers Requiring a Mechanical Lift

BI-ANNUALLY

- Town Hall Meeting (During 2019 – 2022 regular Townhalls were held to share parametres and ask for feedback. Prior to COVID were

held twice a year Spring and Fall.

- PAC, MAC

ANNUAL

- Resident, Family, and Staff Well Being Survey
- Post Admission Survey
- Employee Engagement Survey
- Performance Review
- Annual Report
- Care Conference – Review Care Plan
- DASHBOARDS
 - Enterprise Risk Management (Quality and Risk, Human Resources, Governance, Audit and Finance)
 - CSI (resident, date, time, staff, type)
 - Communication
 - Visits

Trinity Village has also implemented a new website that enables residents, caregivers and families to access myPortal. MyPortal provides information, updates and enables increased communication regarding important information that is site wide, home area and resident specific.

PROVIDER EXPERIENCE

Staffing has been a systemic problem that has impacted long term care. Staffing shortages can lead to burnout, increased stress and high rates of turnover. In understanding this, Trinity Village created a mitigation plan for staffing hours and lines. The plan consists of increasing lines for RPNs and PSWs by adding more float lines which is a higher compliment of staff and some of which overlap standard shifts to the staff. These lines have been added on as a permanent

compliment to our already increased lines throughout the years. We also incorporated 2 Floor Supervisor roles to increase communication and bridge the gaps noted which in turn increases staff satisfaction and improves the residents experiences. These additional lines allow for a focus on improving resident experience and a reduction of workload for front line staff.

Our dedication to Infection Prevention and Control (IPAC) is evident through our IPAC practices within our home. Our IPAC team consists of 2 nurses in our IPAC Manager roles.

This increase in our lines and staff compliment has ensured we have achieved the 4 hours of care that it the standard for homes to meet.

Trinity Village is also committed to improving the staff experience beginning at orientation. We have revised the task and duties for all staff as well as the Employee Handbook and the department specific handbooks. At orientation, we are improving our process to have onboarding by each manager, in person, where we take the staff to the floor to understand the processes on the front line prior to beginning their on the job training.

Trinity Village has strived to seek the feedback of staff, especially at monthly meetings to determine, at the front line, what support and assistance would be beneficial for the workers. Staff have the opportunity to engage in conversation with the Leadership, ask questions and provide feedback for processes/change prior to being implemented. This ensures staff buy in, in that they are seeing the benefits of a better managed workload and an improvement of quality care.

Our continued commitment to the staff experience at Trinity Village is evident by our shift experience survey on our app DOCit which all PSWs, RPNs and RNs fill out each shift they are working and this data is reviewed daily by the Nursing Department Leads to ensure

there is follow up if needed.

Through all of these initiatives and steps we have taken regarding the experience at Trinity Village, we have notes a reduction in Critical Incident Reports

SAFETY

As a home, we have recognized the need to review and adapt actions from patient safety incidents. Our Joint Health and Safety Committee created and implemented a new form in which we, as a home, are better able to analyze the data collected through these forms. This form is our Incident & Witness Forms which helps us capture better information and aids in looking at prevention strategies for risk management. It is Trinity Village's goal, to ensure that all are safe in the home and that any incident that occurs is able to be analyzed to determine root cause and potential for change to increase safety. Our Joint Health and Safety team reviews the data submitted through these forms and comes up with change ideas when a pattern has been recognized. In collaboration our Behavioural Supports Ontario (BSO) Team and Falls Team are also brought in to provide assessment and ideas for change. Trinity Village encourages a highly collaborative team environment to ensure that all aspects of an incident are reviewed to ensure safety for all. In addition, our Health and Safety Team audits and assesses the entire building, monthly, to reduce risk for incidents and flag potential concerns to be proactively changed. Currently we are also increasing the amount of Health and Safety Team members that are WSIB certified to increase knowledgeable staff that are able to identify risks and opportunities for change.

In addition to our team, we have a Quality Care Manager that reviews resident and staff safety items to reduce risk within both areas.

POPULATION HEALTH APPROACH

Trinity Village recognizes that residents deserve to live at their full potential. We ensure that residents have the assessments needed to determine how to achieve their full potential acknowledging that they may not choose to access them. Upon admission, residents have access to the following resources to promote health, prevent disease and help them live well with their conditions in every interaction within our LTC home.

Interdisciplinary Primary Care Team (within home)

- 3 Physicians
- Nurse Practitioner
- BSO
- Social Services
- Palliative Team
- Wound Care Team utilizing PCC Wound Care APP
- Falls Team
- RAI MDS restorative care
- Infection Prevention and Control Team
- Physiotherapy and Occupational Therapy

External Partners

- Nursing: VitalHub
- Nursing/Medication: CareRx, ProResp
- Advanced Nursing: Foot Care Nurse
- Medical Imaging: STL, WMMI
- BSO: PRC, BSO community, Geri-psych
- Palliative: Hospice Waterloo
- Wound Care: ET Nurse
- Falls: Elephas Care
- IPAC: Public Health, IPAC Hub

- Education: NLOT, RNAO
- Legislation/Accreditation: MOH LTC, CARF, CNO

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
Wednesday, March 20th, 2024

Mike Gallant

Board Chair / Licensee or delegate

Robby Depert

Administrator /Executive Director

Robby Depert

Quality Committee Chair or delegate

Other leadership as appropriate