

Let's Make Healthy
Change Happen.



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



PLEASANT MANOR AND TABOR MANOR
serving seniors with excellence, love and dignity



General Operations

March 2017

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

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Overview of Our Organization's Quality Improvement Plan

Overview

The objectives we focus on in our QIP are aimed at improving client-centred care, particularly related to increasing fully staffed shifts, volunteer training and appreciation, Pleasant Manor grounds, and tenant awareness of Tabor Manor programs and services. As a response to our Employee Engagement Survey and as part of our ongoing commitment to our employees, we chose to focus on fully staffing our scheduled shifts, as this is an issue that affects every employee and will improve the experience of our employees, residents, and tenants. This is also a major issue affecting all homes in our sector, and we believe something needs to change. We chose the other objectives to respond to feedback from volunteers and tenants that identified these as areas of lower satisfaction on the 2016 Pleasant Manor Volunteer Satisfaction Survey, Tabor Manor Volunteer Satisfaction Survey, Pleasant Manor Tenant Satisfaction Survey, and Tabor Manor Tenant Satisfaction Survey.

Our QIP aligns with the quality objectives of our organization's strategic plan, and with our Multi-Sector Service Accountability Agreement (M-SAA). Further, our QIP aligns with provincial and regional strategies of client-centred care, as well as Seniors Strategy in the province. It is integrated with Health Quality Ontario's (HQO) and the Local Health Integration Network's (LHIN) health services plan that focuses on client experience.

Quality Improvement Achievements from Past Year

We trained 98.7% of all employees on organizational mandatory training this past year, which is an almost 15% increase from the previous year. This is a major success! We will use the strategies and learnings from this initiative to continue to realize high training completion rates going forward. We responded to requests for more training from volunteers at both Pleasant Manor and Tabor Manor by providing training on the Montessori Method of Dementia Care, which is a philosophy of care we use in our homes to help us live out our core values of treating seniors with excellence, love, and dignity. These trainings also contribute to fulfilling our organization's strategic priority of specializing in dementia and palliative care. For our tenant population, we focused on improving the garbage rooms. Though we were unsuccessful in achieving our targeted performance, we have implemented some practices that will continue to improve and maintain our garbage rooms over time, and we expect these improvements will be reflected in higher satisfaction rates on future surveys.

Following our first full QIP year, we identified a need to modify our Quality Calendar to better align our annual survey season with the QIP cycle, which we did this past year. This change improved the accuracy and timeliness of our measurements and feedback cycle, and has allowed the success of our QIP implementation to reflect in our final measurement.

Equity

Our organization is owned and operated by a faith and ethnic specific community. As such, we have and will continue to offer materials in the predominant languages reflected within our resident and tenant populations.

Integration and continuity of care

Pleasant Manor and Tabor Manor, which are sister homes, have a Quality Council (QC) that oversees the quality improvement strategy and initiatives at both homes. The homes work together and align objectives to create positive change in both locations. We are a member of the Ontario Association of Non-profit Homes and Services for Seniors (OANHSS) Region 2 Administrators group and the Hamilton Niagara Haldimand Brant (HNHB) Long Term Care Homes (LTCH) Network and Niagara Senior Supportive Housing Network (NSSHN), and have been working with these groups to develop quality improvement initiatives.

Engagement of clinicians and leadership:

Our leadership staff were involved in the creation of the objectives and action plans on our QIPs through our General Operations Continuous Quality Improvement Committee (CQIC). We have also consulted our LTC Professional Advisory Committee (PAC) and engaged in conversations with Brock & DeGroote School of Medicine, Niagara Campus, as partners in our quality journey. Our management team has obtained certification through Improving & Driving Excellence Across Sectors (IDEAS) training. Our QIP was reviewed and approved by the Pleasant Manor and Tabor Manor Board of Directors on Wednesday, March 22, 2017.

Patient/Resident/Client Engagement

Upon receiving the results of our Tenant Satisfaction Survey, Volunteer Satisfaction Survey, and Employee Engagement Survey, staff identify an area for improvement and create an action plan. We then report back to the Tenant Council, volunteers, and staff, respectively, to let them know how we plan to improve in the identified area.

Staff Safety & Workplace Violence

A first step in identifying what action steps to develop to monitor, reduce, and prevent workplace violence, is to know what, if anything, is occurring. As such, our annual Employee Engagement Survey seeks to uncover whether or not discrimination and harassment exists within the home, and, if so, to what extent. Based on survey results, our organization will be able to respond accordingly.

Contact Information

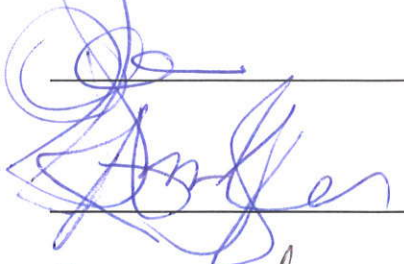
Tim Siemens, CEO, Pleasant Manor and Tabor Manor
1 Tabor Drive, St. Catharines, ON L2N 1V9
tims@tabormanor.net or 905-934-3414 ext. 1052

Sign-off

I have reviewed and approved our organization's Quality Improvement Plan



Glen Unruh, Board Chair



Tim Siemens, Chief Executive Officer, Quality Council Chair, General Operations Quality Committee Chair



Rob Sutherland, Director of Finance, General Operations Quality Committee



Dulcie Lindo, Tabor Manor Director, General Operations Quality Committee



Christine Leonard, Pleasant Manor Director, General Operations Quality Committee

Quality Improvement Plan – Pleasant Manor & Tabor Manor – General Operations

AIM		MEASURE				CHANGE				
Quality Dimension	Objective	Measure/ Indicator	Current Performance	Target for 2017/18	Target Justification	Planned Improvement Initiative (change ideas)	Methods	Process Measures	Goal for change ideas (2017/18)	Comments
Client Experience	G – 1 Employees Increase fully staffed shifts by December 31, 2017	% of fully staffed shifts	97%	100%	To dramatically increase staffing levels as a means to provide better care	Focus on Employee Retention. Specific change ideas TBD through input from staff				Based on employee comments and feedback, we know that an issue for staff is the absenteeism and number of times they are working short.



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<p>G – 2 Pleasant Manor Volunteers</p> <p>Improve training of volunteers for their volunteer position(s) by October 31, 2017</p>	<p>% of very satisfied responses to the following question on the Volunteer Satisfaction Survey: “I received the appropriate training for my role”</p>	<p>0% (0 of 4) very satisfied responses</p>	<p>50% very satisfied responses</p>	<p>To match best performance in other categories on Volunteer Satisfaction Survey</p>	<p>We will provide 3 trainings throughout the year: 1. Dining with Dignity 2. Montessori 3. Palliative Care</p>	<p>Volunteer Coordinator will prepare content of training based on our Home’s values, current strategies our Homes have in place (ie. Montessori), and through collaboration with Tabor Manor Volunteer Coordinator.</p> <p>Volunteer Coordinator will schedule trainings throughout the year.</p> <p>Volunteer Coordinator will distribute</p>	<p>Content created is relevant, helpful, and reflects our Homes</p> <p>Trainings scheduled & attendance taken to verify training occurred</p> <p>Invitations distributed</p>	<p>This is a subjective measure that will be decided upon by Pleasant Manor and Tabor Manor Volunteer Coordinators and Pleasant Manor Director.</p> <p>First training completed by April 30, 2017.</p> <p>Second training completed by June 30, 2017.</p> <p>Third training completed by October 15, 2017.</p> <p>Attendance recorded for each training.</p> <p>Invitations distributed two weeks prior to training date.</p>	<p>We chose this objective because volunteer training is an area we can improve upon, as identified on the 2016 Pleasant Manor Volunteer Satisfaction Survey. This objective also supports our larger organizational goal of implementing Montessori throughout the home.</p>
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						invitations at least 2 weeks in advance, and will remind volunteers of these trainings at the Volunteer Appreciation event.	Reminder provided	Reminder provided at Volunteer Appreciation event	
					We will ask volunteers for feedback at the end of each training to gauge the effectiveness of the training and overall progress in this area.	Distribute a short feedback survey that includes the question “I received the appropriate training for my role” at the end of each training	% very satisfied responses	15% very satisfied responses after first training 30% very satisfied responses after second training 50% very satisfied responses after third training	



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<p>G – 3 Tabor Manor Volunteers</p> <p>Increase staff appreciation of volunteers by October 31, 2017.</p>	<p>% of volunteers who select “I feel staff appreciate my assistance” as something that influences their decision to continue to volunteer at Tabor Manor, as indicated on the Volunteer Satisfaction Survey</p>	<p>39% (17 of 44) respondents who select “staff appreciate my assistance”</p>	<p>50% of respondents who select “staff appreciate my assistance”</p>	<p>To match best performance in other categories on Volunteer Satisfaction Survey</p>	<p>We will launch a volunteer appreciation campaign to communicate staff’s appreciation of volunteers to volunteers</p>	<p>Therapeutic Recreation Supervisor will establish a campaign slogan and narrative, and launch campaign</p> <p>Add “Volunteer Appreciation” to departmental meeting agendas. At each departmental meeting, Supervisors will elicit from staff specific examples of how volunteers positively impacted them or the residents/tenants in their care.</p> <p>Therapeutic Recreation Supervisor will install volunteer appreciation boxes at Supportive Housing Desk, Nursing Clerk Desk,</p>	<p>Campaign launched</p> <p>Agendas updated</p> <p>Examples cited, as documented in meeting minutes</p> <p>Boxes installed</p>	<p>Campaign launched by April 15, 2017</p> <p>Agendas updated by April 15, 2017</p> <p>Examples cited in each departmental meeting minutes, beginning April 15, 2017 and continuing until March 31, 2018</p> <p>Boxes installed by April 15, 2017</p>	<p>We chose this objective because volunteer appreciation is an area we can improve upon, as identified on the 2016 Tabor Manor Volunteer Satisfaction Survey.</p>
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						and in 7 Tabor staff room. Communicated through memo and at departmental meetings.	Memo posted	Memo posted by April 15, 2017	
						Therapeutic Recreation Supervisor will create an area to display appreciative comments to volunteers	Appreciation area created	Appreciation area created by April 30, 2017	
						Therapeutic Recreation Supervisor will retrieve/post and monitor the appreciative comments coming in and will ensure there is a balance of comments for all volunteer roles	Retrieving, reviewing, and posting comments	Retrieving, reviewing, and posting comments on a monthly basis, beginning April 30, 2017 and continuing until March 31, 2018	
						Therapeutic Recreation Supervisor will compile all comments into a	Scrapbook created	Scrapbook created and displayed at April 2018 Volunteer Appreciation Event	



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						scrapbook for presentation at the 2018 volunteer appreciation event			
					We will create a means of feedback for volunteers to let us know midway through the year how they feel about the campaign	Volunteer Coordinator will post a message for volunteers to request feedback on the campaign in July	# of positive responses	20 positive responses in July	



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<p>G – 4 Pleasant Manor Tenants</p> <p>Improve appearance and functionality of grounds by October 31, 2017.</p>	<p>% of positive (very satisfied and satisfied) responses to the following question on the Tenant Satisfaction Survey: “Satisfaction with the exterior of buildings and grounds”</p>	<p>89.5% (77 of 86) positive responses</p>	<p>93% positive responses</p>	<p>To match best performance in other categories on Tenant Satisfaction Survey</p>	<p>Solicit specific feedback from tenants about the planting of the gardens.</p> <p>Complete gazebo structure and landscaping</p> <p>Edge, mulch, fill all flower beds</p> <p>Complete grounds work in a timely and quality manner</p>	<p>Director and Maintenance Supervisor will meet with Tenant Association Committee and gardening volunteers</p> <p>Assess gazebo and establish work plan</p> <p>Install benches in gazebo and complete work plan on gazebo</p> <p>Establish a plan for flower beds using feedback from aforementioned meeting</p> <p>Complete flower bed updates.</p> <p>Maintenance Supervisor will develop an annual schedule of grounds maintenance work.</p>	<p>Documented in meeting minutes</p> <p>Work plan established</p> <p>Gazebo completed</p> <p>Plan established</p> <p>Flowers beds completed</p> <p>Schedule completed or not</p>	<p>Meeting held by April 15, 2017</p> <p>Work plan established by April 30, 2017</p> <p>Gazebo completed by June 10, 2017</p> <p>Plan established by April 30, 2017</p> <p>Flower beds completed by June 10, 2017</p> <p>Schedule completed and in place by April 30, 2017</p>	<p>We chose this objective because satisfaction with the exterior of the buildings and grounds, particularly the gazebo and gardens, is an area we can improve upon, as identified on the 2016 Pleasant Manor Tenant Satisfaction Survey.</p>
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						Maintenance Supervisor will create an audit tool with a 4-point scale (Very Satisfied, Satisfied, Dissatisfied, Very Dissatisfied). This tool will be used to conduct weekly audits on the quality of grounds work. The results of these audits will be reviewed at SH CQIC meetings.	Average % of satisfied responses on weekly audits	100% satisfied responses on the weekly audits beginning June 10, 2017	
					Resolve issues with entrances to buildings, as able	Assess entrances	Entrances assessed	Assessment completed by June 30, 2017	
						Establish feasible work plan	Work plan established	Work plan established by July 31, 2017	
						Complete work plan on entrances	Work plan completed	Work plan completed by September 30, 2017	
					Grind down sidewalks to eliminate bumps	Maintenance Supervisor will assess sidewalks and hire a company to complete the required work	Sidewalks assessed Work completed	Assessment completed by April 30, 2017 Work completed by June 10, 2017	



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					We will survey 15 tenants twice throughout year to gauge progress in this area.	Distribute a 1 question survey (Please rate your satisfaction with the exterior of buildings and grounds) to 15 tenants in both July and September. Director will attend September Tenant Association meeting to report back on results.	% of positive responses Results reviewed, as documented in minutes	91% positive responses on July survey 92% positive responses on September survey Results reviewed by September 30.	
G – 5 Tabor Manor Tenants Improve tenant knowledge and awareness of available programs, services, and building information by October 31, 2017	# questions and comments about programs, services, and building/property information and issues on the Tenant and Supportive Housing Client Satisfaction Surveys (taking into account # of	0.5 comments per respondent (51 questions or comments from 99 respondents)	0.4 comments per respondent (Decrease by 20% relative to number of respondents)	To match best performance in other categories on Tenant Satisfaction Survey	Discuss plans for bus trips, movies, informational sessions, and other scheduled activities with Tenant Association Make resource binder available in Olive Branch Café. Include the following information: <ul style="list-style-type: none"> Resident & tenant info 	Director to discuss requests with Tenant Association Supportive Housing Coordinator will create resource binder Supportive Housing Coordinator will communicate this	Documented in meeting minutes Binder created Notice posted and Communicated at AGM	Completed by April 15, 2017 Binder created by April 27, 2017 Notice posted and communicated at AGM by April 30, 2017	We chose this objective in response to the 2016 Tenant Satisfaction Survey, which showed that there is room for improvement in how informed tenants are about the services, programs, and building projects at our home.



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		respondents)				<p>packages</p> <ul style="list-style-type: none"> • Supportive Housing services pamphlets • Information about how to access internal and external services • Contact information • Etc. <p>We will hold themed information sessions to communicate the programs and services we offer, as well as plans we have for the building/property:</p> <p>1. Services</p> <ul style="list-style-type: none"> • Doctor • Pharmacy • Foot care 	<p>new resource by posting a notice on bulletin boards and announcing at AGM</p> <p>Supportive Housing Coordinator and Therapeutic Recreation staff will hold an information</p>	<p>Information session held</p>	<p>Information session held by August 30, 2017</p>	
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					<ul style="list-style-type: none"> • Hairdresser • Hearing <p>2. Activities</p> <ul style="list-style-type: none"> • Computer lessons • What is available? • To whom? • Facilities • Calendar <p>3. Building & Property Information & Plans</p> <ul style="list-style-type: none"> • Elevator • Fire alarms • Signage • Mapleview Ramp <p>Hold a Tenant Safety Information Session on such topics as:</p> <ul style="list-style-type: none"> • Lifeline • Police – 	<p>session on available services and activities and how to access them</p> <p>Director will communicate the status and plans for these projects to tenants at the April 27 AGM and will provide an update by October 31, 2017</p> <p>Supportive Housing Coordinator and Director will coordinate a Tenant Safety Information Session</p>	<p>Communicated, as documented in meeting minutes</p> <p>Update communicated, as documented in memo or meeting minutes</p> <p>Information session held</p>	<p>Communicated at Tenant AGM on April 27, 2017</p> <p>Update communicated by October 31, 2017</p> <p>Information session held by September 30, 2017</p>	
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					<p>Identity theft/scams</p> <ul style="list-style-type: none"> • Building security • Fire safety training <p>Hold a Dementia awareness and care inservice</p>	<p>Supportive Housing Coordinator and Lead Chaplain will coordinate an inservice with the Alzheimer’s Society and extend an invite to the Caregiver Support Group</p>	<p>Inservice held</p>	<p>Inservice held by June 30, 2017</p>	
					<p>We will implement a procedure of the Tenant Association welcoming each new tenant to the community through a personal interaction and a welcome card</p>	<p>Supportive Housing Coordinator will work with Tenant Association to create the tenant welcome card</p> <p>Tenant Association will connect with each new tenant to present them with the welcome card within a week of</p>	<p>Welcome card created</p> <p>Process implemented</p>	<p>Welcome card created by April 30, 2017</p> <p>Process implemented by May 15, 2017</p>	



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						<p>We will survey 15 tenants twice throughout year to gauge progress in this area.</p>	<p>moving in. Distribute a 4 question survey (Do you feel well informed about: (1) Programs/activities, (2) Available Services, (3) Building Information; (4) What would you like more information on?) to 15 tenants in both July and September.</p> <p>Director will attend September Tenant Association meeting to report back on results.</p>	<p>% of affirmative responses</p> <p>Results reviewed, as documented in minutes</p>	<p>75% affirmative responses on July survey</p> <p>90% affirmative responses on September survey</p> <p>Results reviewed by September 30.</p>	
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