



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

April 1, 2024



Overview

Perley Health is a not-for profit seniors' care organization with 450 provincially licensed long-term care beds. While Perley Health's primary focus is on long-term care, it also actively supports the capacity of seniors to live independently. To this end, Perley Health partners effectively with like-minded organizations across the continuum of care to develop a community of care and to provide ready access to a range of clinical and therapeutic services, along with social and recreational activities.

Perley Health is pleased to share its 2024/25 Quality Improvement Plan (QIP). Our ongoing commitment to quality is reflected in our mission "to achieve excellence in the health, safety and well-being of Seniors and Veterans with a focus on innovation in person-centred and frailty-informed care and service" and in our long-term strategic plan, which identifies Excellence in Resident Care and Service as one of Perley Health's four key strategic pillars. In 2021, Perley Health's strategic plan was refreshed in response to several unprecedented factors which resulted in a fundamentally changed healthcare landscape. These factors included, amongst others, the ongoing impacts of the COVID-19 pandemic, persistent healthcare worker shortage and burnout, increased public attention on long term care, and increased regulation of an already highly regulated environment. The core pillars of the long-term strategy remain relevant, and are reflected in the interim strategy which outlines objectives and priorities for 2022 - 2025. These objectives include "Sustaining excellence in Seniors' and Veterans' care", as well as embodying a "People First" philosophy. The QIP is a roadmap to achieving both of these objectives, while navigating challenges and opportunities in our environment.

Perley Health's QIP is aligned with our Quality Framework, based on the Quadruple Aim framework adopted by Ontario Health. The high-level priorities for this year's QIP are informed by the quality and safety aims under the various pillars of the framework, as determined by Perley Health's Board of Directors:

- increase resident and family experience
- reduce preventable harm

- provide the "right care" 100% of the time improve health-related quality of life
- improve the provider experience

Annual quality priorities, targets for improvement and projected change ideas/tactics reflect:

- progress achieved in recent years;
- the most recent performance data available from the Canadian Institute for Health Information (CIHI), resident, family and staff experience surveys and our electronic health record;
- emergent issues identified internally (trends in critical incidents) and/or externally;
- input from residents, families, staff, leaders and external partners, including the MOLTC.

Quality Objectives for 2024-2025 are divided into two categories – focused action and moderate action.

Focused Action:

- Improve the staff experience by continuing to implement People First initiatives.
- Improve the experience of residents by focusing on meaningful activities and mealtimes.
- Improve the experience of family members by focusing on person-centred communication and processes

Moderate Action:

- Reduce the percentage of residents without a diagnosis of psychosis taking antipsychotic medications.
- Reduce the percentage of residents experiencing symptoms of depression.
- Reduce the percentage of residents experiencing unmanaged pain.
- Improve end-of-life care processes

Access and Flow

SeeMe®: Understanding frailty together is a program developed by Perley Health that recognizes frailty as part of a person's overall health status to empower residents and their families to make informed treatment and care decisions.

This Frailty-Informed approach to care ensures that care is person-centered, matches a resident's goals of care, and gives the resident permission to choose quality over quantity of life. SeeMe® ensures that crucial Advance Care Planning conversations happen for all residents, which then provides the foundational knowledge needed for acute health event conversations. Since implementation, SeeMe® has resulted in a decreased number of residents preferring to transfer to hospital and a decreased number of family members selecting a transfer to hospital following an acute health event or at end-of-life. Perley Health also has a significantly lower ED rate compared to the Provincial average.

The SeeMe®: Understanding frailty together program involves three components:

- 1) A Comprehensive Frailty Informed Assessment is completed on admission to quantify a resident's unique level of frailty. The assessment evaluates the three main drivers of frailty experienced by the resident (cognition, function and mobility).
- 2) Frailty informed care conversations. Goals of care and future health and personal care preferences are discussed in context of the resident's level of frailty, their values and beliefs and their end of life wishes. These conversations are led by the resident's physician and supported by nurses and the interprofessional team at the admission and annual care conferences.
- 3) Care aligned with quality of life goals. Care, including during acute health events is then aligned with these goals of care.

Equity and Indigenous Health

A number of initiatives are underway that aim to foster an environment that feels safe, welcoming and respectful for the entire Perley Health community. Key initiatives include the establishment of the Cultural Awareness & Inclusion Committee (CA&I)—comprised of staff and managers—and a partnership with CCDI Consulting. Staff and managers can now access a wealth of relevant information, webinars and events through CCDI, a full-service consulting firm focused on inclusion, diversity, equity and accessibility.

Last June, Perley Health celebrated Pride Month by temporarily incorporating the rainbow flag into the corporate logo, distributing pins and posting relevant content on corporate social-media accounts. Perley Health has made name badges available that include gender pronouns, and employees are now able to add their gender pronouns to their email signatures if they so choose.

There are also plans to designate some washrooms as gender-neutral. Other initiatives include a series of lunch-and-learn sessions, suggestion boxes and an employee survey administered through CCDI.

Initial results have been positive, although modest. The first three lunch-and-learn sessions drew a total of 24 participants, for instance, while the suggestion boxes have received five submissions. The next step in Perley Health's diversity-and-inclusion journey is to develop a DEI plan, informed by the results of the CCDI survey, completed by approximately one-third of employees.

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

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

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

Patient/Client/ Resident Experience

Resident and Family Engagement and Partnering (Role of Resident and Family Councils, Quality Council, Resident and Family Advisors):

Perley Health has three active councils focused on resident and family experience: Veteran Residents’ Council, Community Residents’ Council, and Family and Friends Council (FFC). These councils are a valuable forum for ongoing collaboration and engagement. The leadership team and councils enjoy a positive and productive relationship. The Management team routinely seeks feedback and involvement from the councils regarding various aspects of Perley Health’s operations such as the annual budget, operating plan and quality improvement plan (QIP). Results of the annual Resident Experience Survey and Family Experience Survey are brought to the FFC and Residents’ Councils, providing a platform for the councils to further inform the QIP.

In 2022, Perley Health established its first Quality Council (aligned with requirements from the FLTCA to establish a Continuous Quality Committee). The Quality Council serves in an advisory capacity, providing recommendations to leadership related to the ongoing implementation of continuous quality improvement at Perley Health, including identification of priority areas for the annual QIP. This council also plays a role in reviewing and evaluating progress of initiatives identified in the annual QIP, and supports preparation of the annual report on continuous quality improvement.

In an effort to more directly involve residents and families in quality improvement activities, the Resident and Family Advisor Program was established in 2017. The goal of this program is to promote resident and/or family participation on all of Perley Health’s QI projects, and other initiatives, as appropriate. Since its inception, this program has successfully matched resident/family advisors with a variety of QIP teams as well as other initiatives across the Home. Active QIP teams that currently have advisors, include Social Life, Food & Dining Experience, Delirium, Dementia & Depression (3Ds), Palliative Care, Pain, and Resident and Family Centred Care.

Provider Experience

Perley Health has identified improving the provider experience as a top strategic priority. Several factors influenced this decision, such as the pandemic’s negative impacts on staff and chronic labour shortages across all healthcare sectors.

To act on this priority, Perley Health has launched a series of initiatives to promote the psychological health and safety of staff collectively known as “People First”.

Initiatives include a heightened focus and resources to support staff appreciation and wellness to the establishment of a Cultural Awareness and Inclusion Committee (CAI).

In addition to the establishment of our CAI committee, Perley Health has also entered into a partnership with CCDI Consulting, full-service consulting firm focused on inclusion, diversity, equity and accessibility. In the fall of 2023, Perley Health launched its inaugural Diversity Meter survey, administered through CCDI.

Information gathered through the analysis of survey results, and engagement of staff, will assist in the development of Perley Health’s Diversity, Equity and Inclusion Plan.

Perley Health has also adopted a new approach to leader rounding: Connecting Sessions. These are designated 1 on 1 time for staff and their leaders to engage in meaningful discussions and activities aimed at building stronger professional relationships, with new hires scheduling sessions after 3 weeks, 6 months, and then annually, while existing staff participate on an annual basis. The goals of these conversations are

to strengthen rapport; collectively identify and address potential and emerging issues; and create an environment where staff feel safe to speak about topics that matter to them.

Safety

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

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

Population Health Approach

The Ottawa Health Team/Équipe Santé Ottawa (OHT/ESO) was established in December 2019. OHT/ESO will plan and deliver healthcare for the Ottawa region under the Ontario Health Team Model. Perley Health is one of 50+ partner organizations, and is participating in OHT/ESO's Frail Older Adults action team, building on our expertise in delivering frailty-informed care.

Contact Information/ Designated Lead

For additional information about our 2024/25 QIP, please contact:

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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, **March 28, 2024**:

Margaret Tansey, Board Chair / Licensee or delegate

Akos Hoffer, Administrator /Executive Director

Cathy Danbrook, Quality Committee Chair or delegate

Other leadership as appropriate