

## Theme I: Timely and Efficient Transitions

### Measure Dimension: Efficient

Indicator #1	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Number of ED visits for modified list of ambulatory care-sensitive conditions* per 100 long-term care residents.	P	Rate per 100 residents / LTC home residents	CIHI CCRS, CIHI NACRS / October 2020 - September 2021	X	1.00	We will not be working on this indicator.	

### Change Ideas

Change Idea #1 We will continue to utilize the on call physician to avoid ER transfers.

Methods	Process measures	Target for process measure	Comments
We currently have an on-call list that the physicians have developed.	We will continue to gather data via PCC.	To remain at our current level or better	We will not be working on this indicator. We are well beneath the provincial average.

## Theme II: Service Excellence

### Measure Dimension: Patient-centred

Indicator #2	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Enhanced Staffing to ensure 4 hours of care per resident per day.	C	Days / LTC home residents	In house data collection / calendar	CB	100.00	The Ministry has mandated the required number of four hours per resident per day. The additional staffing requirements has been set out in increments until the goal of 4 hours of care per day have been met.	

### Change Ideas

Change Idea #1 Provide recruitment incentives and offer current staff a referral bonus for new staff hired. Offer flexible work/shift hours. Reach out to various colleges and Universities in attempts to recruit. Offer employment to nursing students over the summer and winter breaks.

Methods	Process measures	Target for process measure	Comments
The Director of Nursing will keep documentation records of all Colleges and Universities contacted. Staff will be informed of recruitment efforts and referral bonuses. We will track the number of referral bonuses paid and if the new hires retain their employment in the home passed the probationary period The Director of Nursing will reach out to schools offering the PSW course and offer placements for students. We will continue to place ads for employment on Indeed.	We will continually evaluate the effectiveness of recruitment efforts. Progress will be recorded and we will then modify if required.	100% of the residents will achieve at least 3.5 hours of care per day by the end of the calendar year.	This is an important QI incentive. The residents deserve more care hours every day. It will allow for better interactions and establish better relationships between residents, their families and the staff.

**Measure**      **Dimension:** Patient-centred

Indicator #3	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Improving the PSW assignment to align with the 4 hours of care per resident per day while ensuring continuity of care.	C	Months / LTC home residents	In house data collection / annual year	CB	100.00	Upon changing the PSW assignment 100% of the residents will be receiving the required number of hours of care. This will be dependant on the ability to hire staff.	

**Change Ideas**

Change Idea #1 1. Assignments will be changed for the PSW's. They will then provide all aspects of care for their assigned residents. This will include all care, bathing and keeping their rooms neat and tidy. 2. Staff would be assigned a smaller group of residents. 3. 2 RPNs. would be responsible for administering medications and treatments and ensuring the well being of the residents. 4. An RN will be supervising the RPN's and PSW staff as well as being the lead on programs.

Methods	Process measures	Target for process measure	Comments
- We will continue with our hiring incentives. - We will establish the number of staff required on each shift to meet the target - We will track the effectiveness of the change and monitor any staffing challenges	We will be able to monitor the progress by tracking the number of staff. We will also monitor sick/absences Implement incentives for staff to accept vacant shifts.	It is our plan to have this implemented 100% by the end of the year 2022. We will review often to ensure we are on track.	Providing one staff per 6 residents will allow staff to establish the likes and dislikes of each resident, therefore the continuity of care will increase. There will be small variances in staffing assignments due to vacations and time off.

**Measure**      **Dimension:** Patient-centred

Indicator #4	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Establish a Family Council	C	Months / Family	In house data collection / calendar year	0.00	1.00	We are attempting to establish a Family Council.	

**Change Ideas**

Change Idea #1 - Invite new residents families to join the Family Council - Encourage families of residents who already reside at Friendly Manor to form a Family Council - Invite families to an afternoon tea to inform them of the importance of a Family Council - The Life Enrichment supervisor will reach out to other homes with established Family Councils to learn how they generated interest from their family members.

Methods	Process measures	Target for process measure	Comments
The Life Enrichment team will plan the tea to provide information. She will then follow up with the families to encourage the participation. A log will be kept of all of the families attending. Notices will be placed in the family newsletter to encourage participation. Attendance will be noted at each information session and if attendance is poor and alternate method of encouraging participating. The Life Enrichment Supervisor will create a pamphlet to include with the admission package.	We will track the methods used to try and establish a Family Council. We track the number of new residents families and provide them with information on residents council.	A resident council will be established with at least 10% of families or prior residents families participating.	Historically Friendly Manor has never been successful in developing a Family Council. We have had several information sessions but could not get any family members interested in participation.

**Measure**      **Dimension:** Patient-centred

Indicator #5	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Improvement of the Life Enrichment Department to improve resident experience and provide more activities that include previously enjoyed hobbies and interests of all residents.	C	Number / Residents	In house data collection / number of residents	CB	CB	It is important that every resident in the facility be able to participate in some sort of activity of interest. A comprehensive activity care plan will be developed from the history supplied by either the resident their family or both.	

**Change Ideas**

Change Idea #1 Schedule activities on weekends, stat holidays and weekends. Explore new activities for residents eg. a Music program, wood working and gardening. Expand virtual visits for residents with families who live a distance away. Develop an active volunteer program Develop a volunteer and student recruitment plan

Methods	Process measures	Target for process measure	Comments
The life Enrichment will be able to track the progress of the activity care plans. All new admissions will have it completed at the time of admission. The life enrichment staff will also be able to track activities to track participation to see if that particular activity is enjoyed by many of the residents.	The Life Enrichment staff will evaluate and modify as needed.	Participation in activities will be logged to evaluate effectiveness.	These initiatives will be ongoing and will evolve and change as times goes on. We will be able to evaluate the effectiveness very quickly and be able to modify as needed.

## Theme III: Safe and Effective Care

### Measure Dimension: Safe

Indicator #6	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of LTC residents without psychosis who were given antipsychotic medication in the 7 days preceding their resident assessment	P	% / LTC home residents	CIHI CCRS / July - September 2021	26.34	23.00	We will compare data of other homes against our own average.	

### Change Ideas

Change Idea #1 Reduce the number of antipsychotic medications among the residents in the home. Consideration must be taken prior to the elimination of antipsychotic medications. Residents histories and diagnosis will be reviewed. Many times residents are already taking an antipsychotic medication on admission and the history recieved is limited and doesn't always provide a clear explanation for the reason that the drug is used.

Methods	Process measures	Target for process measure	Comments
- obtain a clear history of medications upon admission - review all antipsychotic medications during the quarterly diet and drug - if necessary add the appropriate diagnosis to the residents care plan and medication profile - work with Geriatr pharmacy to complete drug reviews	Geriatr pharmacy reviews anitpsychotic use at our quarterly professional advisor committee meeting. Goals will be set according to the number of antipsychotics in comparison with the average provided by the pharmacy. The pharmacy compares the average number of antipsychotics used by our facility, another facility and the pharmacy average.	Friendly Manor will strive to reach a level that is within the provincial average.	This is an ongoing challenge for Friendly Manor. Our prescribing physcian reviews the medication profile quarterly and makes changes as necessary.

**Measure**      **Dimension:** Safe

Indicator #7	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Enhanced Communication between staff, departments, families. Staff have indicated that communication is poor between shifts and between departments.	C	% / Worker	Staff survey / percentage of staff who indicate improved communication	CB	CB	Staff have indicated that communication needs improvement. Our current method of communication books is ineffective as some staff admit they don't read it. Communication between departments needs improvement as well, especially communicating when a resident requires tray service to their room.	

**Change Ideas**

Change Idea #1 A new website is being developed by a web designer. Our old website was ver outdated and not user friendly. New email system for residents/ families and staff. White boards over every residents bed. Maintenance Communication system for families

Methods	Process measures	Target for process measure	Comments
Our new website is currently being designed and should be live by the end of June. This will allow us to post our required policies, QI Plan and safety plan. This will be monitored by the Management team. Our new email system is also under development. The new system will allow us to add surveys and important information for families and staff. We will also be able to track who has opened their email and who has completed the surveys. There are important infection prevention and control topics that families and staff need to be aware of. It was suggested that every resident have a white board in their room for families and staff to communicate to each other. The maintenance person will a "family work order" that they can place in the "maintenance box" Many times families don't see the maintenance person to request things to be hung up etc.	We plan on collecting data via staff/family surveys to determine if our initiatives are successful.	Our evaluation will take place at the end of the year. We will conduct surveys to determine if changes need to be completed.	This will be an ongoing initiative. We will collect data annually.

**Measure**      **Dimension:** Safe

Indicator #8	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
A Nurse Practitioner will be added to the team at Friendly Manor	C	Number / Health providers in the entire facility	In house data collection / Addition of one health care practioner	1.00	1.00	Friendly Manor is currently working with a Nurse Practioner to join our team. We have been in contact and we are working out all of the particulars.	

**Change Ideas**

Change Idea #1 Additon of a Nurse Practitioner - Assist with palliative program and wound care - Available when in house physician cannot attend

Methods	Process measures	Target for process measure	Comments
Contact has been made to a local practitioner who is happy to join our team. We will work through the particulars and inform our advisory phycican to assist with developing a plan for her positon.	We will evaluate this process at the end of the year. We will track the duties of the nurse practitioner and satisfaction as per resident/family survey.	We currently have one medical practitioner and we would like to add one nurse practitioner by the end of the year.	A nurse practitioner would be a very positive addition to our medical practitioners. In the event that our physician could not attend to the home we would have a back up available.