

2024/25 Continuous Quality Improvement Initiative Report

Community Demographics

Community Name: Case Manor Community

Street Address: 28 Boyd Street, Bobcaygeon, Ontario, K0M 1A0

Phone Number: (705) 738-2374

Quality Lead: Lillian Igel, Executive Director

2023-24 Quality Improvement Initiatives

In 2023/24, Case Manor chose to focus on reducing falls and resident and family satisfaction for its CQI initiatives.

Case Manor set a 2% reduction target to achieve a performance of 20.78% on this indicator, from on average 21.20% in Q4 2023-24. Case Manor current performance on this indicator is 24.90%. A summary of the change ideas and their results is available in table 1.

Case Manor Community aimed to improve resident satisfaction to the Sienna Senior Living benchmark of 83% from 52.6% and to maintain their performance for family satisfaction at 88.4%. Sienna Senior Living implemented a new, innovative survey format on a new platform to measure resident and family satisfaction in 2023. Case Manor Community achieved a combined Net Promoter Score (NPS) of 51.00 for Resident and Family Satisfaction. A summary of the action plan and its results for resident and family satisfaction can be found in table 1.

2024-25 Priority Areas for Quality Improvement

Sienna Senior Living Communities uses our Ontario Health Quality Improvement Plans (QIPs) to prioritize our improvement projects and this year Case Manor Community's quality committee has chosen Resident and Family Satisfaction (table 2) and falls in the last 30 days in long-term care for its CQI initiatives (table 3). In addition to the QIP, Case Manor uses the internal operational plan to help prioritize and plan improvements for key indicators.

Sienna Senior Living strives to continuously monitor and improve resident and family satisfaction and staff engagement year over year. In response to feedback, specific action plans are developed and shared with residents, families, and staff. Case Manor completed the annual resident and family satisfaction surveys from September 13-27, 2023. Case Manor achieved an

NPS of 51.00 for resident satisfaction and an NPS of 51.00 for family satisfaction. The results were shared with our resident council June 27, 2024, will be shared in the family council in July 2024, and will share with team members through town halls July 24, 2024. Feedback from the resident, family, and team member stakeholders was used to the develop strategies to improve overall resident and family satisfaction.

Resident and Family Satisfaction Survey

Sienna Senior Living's innovative resident and family satisfaction survey improves our ability to incorporate feedback into our day-to-day culture. We've worked with experts to create surveys that are more accessible for people living in long-term care. Resident and Family councils from each Sienna Senior Living Community were consulted and involved in the creation of the new survey. They are shorter, intended to occur more frequently, and designed to capture a true picture of your experience and what you define as important. The survey results include an overall Net Promoter Score (NPS) that identifies residents' and families' perceptions of our community and how people feel their needs are being met as well as a text analysis that highlights what people have focussed on and how we can meet their needs.

Policies, Procedures and Protocols That Guide Continuous Quality Improvement

Quality Improvement Policy, Planning, Monitoring, and Reporting

Sienna Senior Living has a robust Quality & Risk Management Manual that guides our communities through continuous quality improvement activities with a focus on enhancing resident care and achieving positive resident outcomes. The Quality Committee identifies improvement opportunities and sets improvement objectives for the year by considering input from annual program evaluations, operating plan development, review of performance and outcomes using provincial and local data sources, and review of priority indicators released from Ontario Health, and the results of the resident and family satisfaction surveys.

Continuous Quality Improvement Committee

The Quality Committee oversees all aspects of our continuous quality improvement initiatives and identifies change ideas that will be tested and implemented in collaboration with the interdisciplinary team. CQI initiatives use Plan-Do-Study-Act (PDSA) cycles (rapid implementation, evaluation, and implementation cycles) in line with the Model for Improvement. The Continuous Quality Improvement Committee meets at a routine frequency to monitor key indicators and elicits feedback from key stakeholders including residents and families. Selected change ideas are based on best practices used across Sienna, which are informed by research and literature. Through regular meetings and data review, the organization can confirm whether the changes resulted in improvement and adjust if and where required.

Accreditation

In the fall of 2022, Sienna Senior Living communities participated in an external quality review for Accreditation. The accreditation process involves self-assessments of quality practices, engagement of our residents, families, and other

stakeholders, and an on-site assessment conducted by peer surveyors. Sienna Senior Living was successful in receiving the highest-level award of a 3-year Accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF).

Sharing and Reporting

A copy of this Continuous Quality Improvement Initiative Report and the QIP, including the progress report from the 2023/24 QIP, and the workplan for 2024/25, was shared with the Resident Council on June 27, 2024, and will be shared in the family council in July 2024. This will be shared with team members on July 24, 2024, through town halls and meetings with team members and it is posted in the homes. As part of our quarterly reporting schedule, the committee will continually review progress and share updates and outcomes with residents, families, and staff via existing council and team meetings.

2023-24 Quality Improvement Initiatives

Table 1: results of 2023/24 Quality Improvement Plan and Resident and Family Satisfaction Improvement Initiatives

Area of Focus	Previous Performance (2022/23)	Current Performance (2023/24)	Change Ideas	Date of Implementation	Outcomes/Impact
Falls in the past 30 days	21.20%	24.90%	Falls prevention kits on each resident home area.	Ongoing process throughout 2023, falls equipment storage areas were cleaned and refreshed in December 2023.	This improved access to falls equipment and allowed for quicker implementation as needed.
			Introduction of falls meetings on all home areas in the Care Community.	This change initially trialed in January 2023 and officially revitalized and implemented in March 2024. The process now happens weekly.	Case Manor implemented falls huddles on Fridays however has recognized the opportunity to adapt this change idea and further improve the strategy.
Resident and Family Satisfaction	Resident: 88.4%	Resident NPS: 51.00	Case Manor cooks will participate in education with Sienna Senior Living's Executive Chef on culinary skills on September 5, 2023	September 5, 2023.	Education with the executive chef improved the quality of meals and reduced complaints related to food.
	Family: 88.4%	Family NPS: 51.00	Case Manor will implement new Sienna standard menus in collaboration with our Executive Chef, that incorporate new cooking processes, recipe enhancements and fresher	June 12, 2023.	New menus have incorporated fresher ingredients and have helped reduce complaints related to food quality.

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			and higher quality ingredients by June 12, 2023.		
			Case Manor aims to increase opportunities for activities by budgeting for an increase in staffing hours for the programs department in 2023.	Deferred, did not occur in 2023.	

Planned Quality Improvement Initiatives for 2024-25

Table 2: QIP Indicator: Resident and Family Satisfaction

Case Manor aims to improve the combined Net Promoter Score for resident and family satisfaction from 51.00 to 52.00.

Change Ideas	Process Measure	Target for 2024/25
Case Manor aims to improve communication with residents and families. Case Manor will support team members to complete the CLRI Families in Distress education modules. These modules will help team members build empathy skills while interacting with families and residents	Percentage of team members who complete the CLRI Families in Distress education modules.	100% of clinical staff and leaders will complete the CLRI Families in Distress education modules by December 31, 2024.
Case Manor will improve communication with residents and families. Case Manor will fully implement the Sienna Move-in Process including welcome gifts for all newly moved-in residents and check-in calls for the families of newly moved-in residents.	1) Percentage of residents who received a welcome gift. 2) Percentage of residents who have the check-in call process completed.	1) 100% of newly moved-in residents will have welcome gifts given to them throughout 2024. 2) Case Manor will implement the check-in call process for 100% of residents by December 31, 2024.

Table 3: QIP Indicator: Percentage of LTC home residents who fell

Case Manor aims to improve the percentage of residents who fell from the current performance of 24.93% to 24.43%.

Change Ideas	Process Measure	Target for 2024/25
Improve the discussion of falls at each shift change.	Percentage of staff who complete education on falls discussion at shift change.	Case Manor aims to educate 100% of staff on falls discussion at shift change by September 30, 2024.
Weekly Falls risk huddles with interprofessional team members	Number of weekly interprofessional falls meetings.	Case Manor will hold one fall meeting with the interprofessional team each week in 2024.