



## CONTINUOUS QUALITY IMPROVEMENT ANNUAL REPORT

April 2023 – March 2024

**Designated Lead:** Olga Gluchovsky, Clinical Quality Educator

### Overview

Union Villa long-term care home resides on the campus of Unionville Home Society, a charitable, non-profit organization. It was formed in 1967 by local citizens who wished to see a more adequate and creative provision of care made for older persons in York Region.

In the fall of 1970, under the leadership of the Society's first Chairman, Keith Kennedy, Union Villa was opened. It represented the first step in fulfilling the founders' vision and was the result of widespread enthusiastic community support. The original Union Villa (1970) was demolished and rebuilt in 2005.

Union Villa is accredited through CARF and licensed by the Ministry of Long-Term Care. It is home to 160 residents where individual wishes, interests and preferences direct our *Resident First* philosophy for providing care and services.

### Our Mission

Unionville Home Society is a non-denominational charitable organization operating in a campus environment dedicated to providing a continuum of quality care and services including community services, housing and long-term care for older adults living in York Region. The organization promotes wellness, independence, quality of life and self-determination of the individual within a caring community.

### Our Vision

Unionville Home Society aspires to be a recognized leader and community partner in providing an innovative continuum of exemplary care and services that are accessible to older adults and respond to the community's changing requirements and expectations.

### Our Values

The values of Unionville Home Society are the following:

Integrity	Professionalism	Excellence
Respect	Creativity	Caring

These values are subscribed to and supported by our Board of Directors and staff members and guide the organization's interactions with its residents, their families, external organizations and members of the community.

## **A Year in Review April 2023 – March 2024**

### Quality Improvement Plan for Health Quality Ontario

Each year, Health Quality Ontario (HQQ) asks all Ontario healthcare providers to submit a Quality Improvement Plan (QIP) with key performance indicators related to the services provided. This allows some benchmarking among providers and some sharing of successes. In the 2023-2024 year, the focus for long-term care was potentially avoidable emergency room transfers, the use of antipsychotic medications without a prescribed diagnosis, and residents' satisfaction with communication.

Our efforts resulted in a significant decrease in the percentage of avoidable emergency room visits. Improvements to our falls program also resulted in decrease in emergency transfers due to falls with fractures. Work continued on reducing the use of antipsychotic medications without a prescribed diagnosis leading to greater staff recognition and reporting of manageable dementia signs and patterns. Many of our new admissions are coming in with prescribed antipsychotics that require a period of assessment while we get to know the new resident. Improvements were also made to our communication methods with residents by including them in care conferences, the use of translators to support our multicultural population and educating staff on effective communication techniques.

### Resident/Family Satisfaction Survey

Our Resident/family Satisfaction Survey is completed every fall. The results for the 2022/2023 survey were positive. Ninety percent (90%) of resident respondents rated the home overall in the excellent/very good/good categories and eighty-seven percent (87%) of resident respondents indicated they would positively (definitely/probably yes)" recommend Union Villa to a family member or friend needing long term care. Ninety-eight percent (98%) of families responding to the survey rated the home overall in the excellent/very good/good categories and ninety-eight percent (98%) of families responded they would positively (definitely/probably yes)" would recommend Union Villa to a family member or friend needing long term care.

Three areas were identified as areas for improvement. They were meal service, programs and resident communication. As a result, we introduced more frequent meal service audits as well as follow up to comments and results show improved satisfaction with meal service. Additional recreation staff have been hired and many new programs have been added to incorporate resident interests and cultural diversity. With respect to resident communication, just a few of the initiatives we have undertaken to improve in this area includes more time and attention spent on sharing information with residents, encouraging staff to communicate directly with residents, not just with families, and improving translation tools to remove language barriers

### Resident and Family Council

Both councils continue to meet monthly and there have been no major concerns. Staff attend their meetings by invitation and there is a staff liaison for each council. Minutes are distributed and the Union Villa Administrator addresses any concerns as they arise.

## Program Improvements

We invested in an enhanced Wi-Fi infrastructure so that our residents and clients can connect to loved ones, pursue their interests and their digital hobbies. Advances in technology also provide enhanced ease of documentation for our staff.

Many improvements have been made in our clinical programs, particularly those related to the management of falls, skin and wounds, behaviours, medications, infection control and palliative care. Protocols and process maps have been developed to assist staff with decision making and policies are updated regularly to capture the best practices within our industry.

Our volunteer program has resumed, and we now have over 100 volunteers returning since Covid prevented volunteers from coming into the Villa. We were pleased to support 2000 volunteer hours and recruitment is continuing.

## Staff Recruitment and Orientation

With ongoing recruitment across various departments, staff orientation continues to play a significant role in ensuring that new staff have all the knowledge and tools to be successful in their role.

All staff are provided with a general orientation with subsequent department specific training. Feedback received from staff, residents and families identified the need for an extended orientation for all new staff, agency staff and students. The number of orientation days was increased to ensure specific duties and responsibilities are reviewed prior to beginning independent work assignments.

We continue to partner with Ontario Centers for Learning, Research and Innovation in Long-Term Care (CLRI) by taking part in training for internal preceptors (PREP LTC program) who continue to support students and new hires through their placement and orientation. Preceptors support new hires to provide a positive experience through their mentorship. Throughout the year, we hosted over 11,000 hours of student placements from a variety of academic partners.

## Accreditation May 2023

Our Accreditation survey with CARF was held from May 3-5, 2023. We are proud to say that we have been awarded a 3-year accreditation once again with substantial conformance to over 1700 standards. Achieving accreditation means that Union Villa is committed to delivering the highest level of safe and effective services, ongoing performance improvement, and the satisfaction of the persons served.

## Partnerships

Since September 2022, we have been working with Oak Valley Health, the Ontario Health Team and Thought Wire to launch the development of an Early Warning Network solution. The goal is to promote early detection of residents' health changes and provide prompt care interventions in-house to avoid emergency room transfers. This project involves a technological solution that identifies residents at risk for changes in vital signs, falls, infections, skin alterations etc. This will allow the interdisciplinary care team to proactively put measures in place to mitigate the risk before it becomes a more serious health issue. Testing of this solution began on one resident home area.

We continued to partner with major institutions and post-secondary institutions such as York University and Seneca Polytechnic. This year UHS became a non-academic partner of York University, which means that our campus will be at the leading edge of research into improving community services in LTCs.

We strengthened our role in advocacy for seniors. Our President and CEO, Abby Katz Starr was elected Housing Representative on the AdvantAge Ontario Board of Directors, allowing UHS's voice to be heard in consultations and discussions on new and existing policies and legislation. In addition, our President and CEO now sits at several multi-sector tables to drive innovations related to seniors care and services.

### **Quality Priority Areas for 2024 – 2025**

We will continue to focus our quality initiatives on programs and improvements to meet the needs of the population we serve. Work will continue on the enhancement of resident care programs to ensure best practices are followed. We will continue to monitor staffing levels to ensure we are working towards the government goal of 4 hours of care for every resident. Resident, family and staff satisfaction surveys will continue to make sure we are listening and responding to suggestions and improvement opportunities. Technology and facility upgrades will continue. Here are some of our key priorities for the coming year.

#### Quality Improvement Plan for Health Quality Ontario

For the year 2024-25, we will continue to focus on potentially avoidable emergency room transfers, the use of antipsychotic medications without a prescribed diagnosis, and residents' satisfaction with communication, as well as an additional indicator of how we measure up in Equity, Diversity and Inclusion targets.

Additional initiatives to promote reduction of emergency room transfers for the upcoming year will include changes in our admission process to provide education and discussion with residents/families on advanced care planning goals, palliative care and end of life care. The interdisciplinary care team continues to work collaboratively in assessing, prescribing and evaluating the risks and benefits of antipsychotic use. Education will be provided to all Unionville Home Society staff to promote equity, diversity and inclusion in all that we do to support residents, family members, staff and stakeholders.

A new resident group, The Aging Mindfully Support Group, now meets monthly to create a space for residents at Union Villa to connect and share feelings and thoughts about life with one another. Each week includes a mindfulness activity, group introductions and a group discussion. The group is facilitated by the social work team and each week follows a particular theme related to life in long-term care. Examples of past themes include "Communication", "Resilience", and "Loss & Grief". This group was created to provide a supportive space for residents who have experienced social isolation during the transition to a LTCH setting and has proven to be highly appreciated by the residents attending.

### Resident/Family Satisfaction Survey

Our most recent survey was conducted in the fall of 2023. Eighty-nine percent (89%) of resident respondents rated the home overall in the excellent/very good/good categories. Eighty-six percent (86%) of resident respondents indicated they would positively (definitely/probably yes)” recommend Union Villa to a family member or friend needing long term care. Ninety-six percent (96%) of families responding to the survey rated the home overall in the excellent/very good/good categories. Ninety-eight percent (98%) of families responded they would positively (definitely/probably yes)” would recommend Union Villa to a family member or friend needing long term care. Our action plans for meal service, resident programs and communication will continue as these areas were again identified as areas for improvement.

### Building Improvements

Our existing building is now almost 20 years old and some upgrades are needed. Projects for the coming year include the replacement of some outdoor brickwork, spa renovation on the Cedar Grove unit and replacement of dining room flooring. We are also exploring possibilities for renovations to our older building to provide additional services to our community.

### Partnerships

UHS has partnered with York University researchers to be a part of the study, “*VR&R: Providing Respite to Caregivers by Managing Behavioural and Psychological Symptoms in People with Dementia (BPSD) Using Immersive VR-Therapy*”. The goal of this research is to explore the therapeutic use of Virtual Reality (VR) with older adults as a way of managing BPSD and promoting overall quality of life. At the same time, this research is measuring the use of VR as a method of caregiver respite and/or aid for teams in professional caregiving institutions to efficiently manage their workload while improving care. Union Villa will participate in a 4-week long intervention with two weeks of follow up with the ultimate goal of both contributing to senior’s research development as well as investigating the efficacy of VR therapy as a potential long-term program for the LTC home.

## **Quality Improvement Planning Cycle and Identification of Priorities**

Union Villa sets policies and procedures based on sound business standards and best practice protocols for resident care and services. They provide the foundation for all that we do as we strive to provide quality care. We strive to be proactive as situations change and recognize that there is always room for improvement in our attempts to meet, and hopefully exceed, the expectations of those we serve.

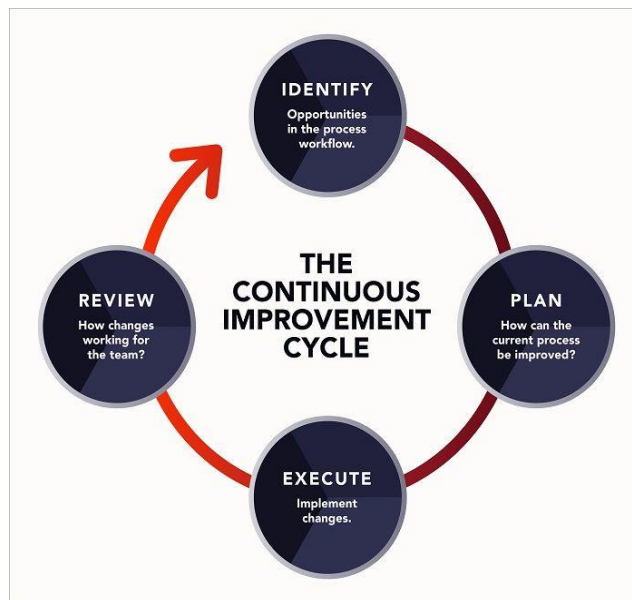
We use a variety of ways to measure quality. One method is through quantitative measurements, collected monthly, to measure key performance indicators (KPIs). From this, we can identify trends and put improvement plans in place in a timely and meaningful manner. Our KPIs for resident care are separated into six categories:

- Physical Function
- Psychosocial Function

- Safety
- Clinical Issues
- Resident Programs
- Risk Management

Feedback from our residents, families and staff is also an important indicator of quality. Annual surveys are carried out and analyzed. Suggestions and complaints are also considered as opportunities to improve our services.

At Union Villa, our quality teams utilize a 4-step process in the quality improvement cycle.



### 1. **Identify**

This includes looking for opportunities to improve workflow or outcomes. Completion of a mapping or gap analysis can help identify the root cause or causes of a problem when measured against best practice guidelines. Generally, a team or task force is appointed at this stage to work on the issue.

### 2. **Plan**

The team is in a better position to propose solutions once the root of a problem is identified. An Aim statement can be developed to identify what the desired outcome is and used to set a SMART goal – specific, measurable, attainable, realistic and time-bound.

### 3. **Execute**

This next phase involves the implementation and analysis of the goal to determine if the desired effect has been achieved. During this time, there may be Plan-Do-Study-Act (PDSA) cycles as the team works through their established plans. Often, original plans will need adjustments or tweaking. This is typical in the execution step.

#### 4. Review

At this stage, the team reviews the success of their plans to identify whether the improvement goals have been achieved. They also determine if the changes are sustainable and make plans for spreading the change across the organization. If they find that the plan was not successful, the continuous improvement cycle will start again.

### Communication Strategies

Our Residents' Council and Family Council remain important partners in our quality initiatives, through their suggestions, questions and meeting updates. Quality initiatives and other information is shared with residents, families and staff on our website and through the following publications:

- Weekly digital staff newsletter – In the Loop
- Monthly digital newsletter (residents, families, staff, campus clients) – Administrator Updates
- As needed bulletins – Campus Bulletin / Important Updates  
All clients and stakeholders
- Corporate Newsletter – The Society Scoop  
Published 4-5 times a year.
- Annual Report - Published annually in June



### Questions

We welcome your questions or comments on our quality initiatives so please reach out to Olga Gluchovsky, Clinical Quality Educator at [ogluhovsky@uhs.on.ca](mailto:ogluhovsky@uhs.on.ca) or Terry Collins, Administrator at [tcollins@uhs.on.ca](mailto:tcollins@uhs.on.ca) for more information.