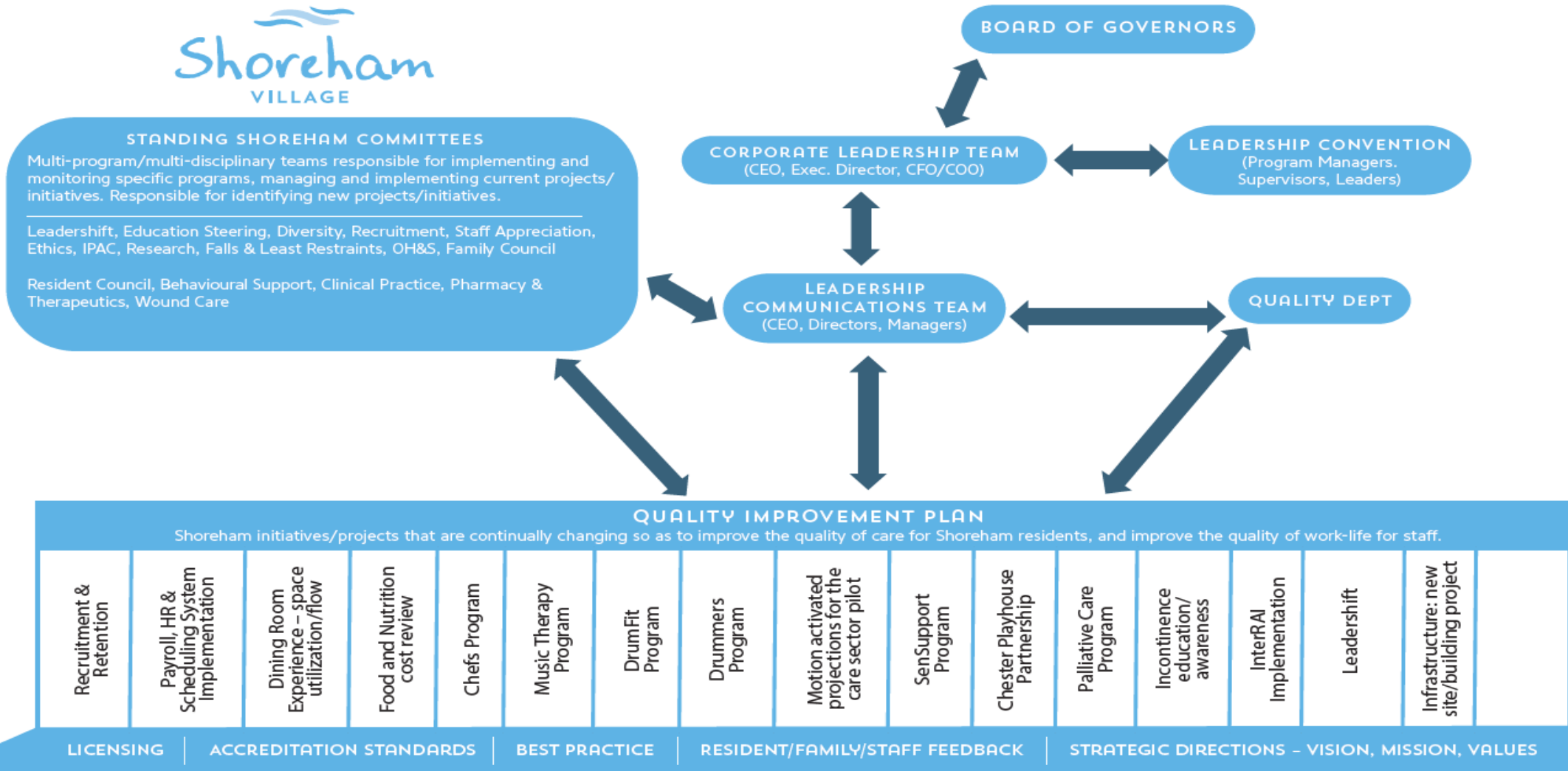


Shoreham's Quality Improvement Plan 2020-2025

SHOREHAM'S QUALITY PROGRAM

Shoreham Village: Quality Program (Revised February 21, 2023)

Goal: to Integrate quality activity and leadership/accountability for quality throughout the organization ensuring a high quality, safe and caring environment within our resources.



Active Projects

QI initiative	Objectives	Inputs	Activities/ outputs	Outcomes	Starting Performance	Target	Timeframe	Responsibility
Recruitment & Retention Strategic Direction(s): People Quality Dimension(s): Work-life Safety Accessibility Efficiency	To ensure we have the human resource capacity to meet current and future demands	Recruiting costs and materials Funds for hiring incentives	Out of province/ country recruitment hiring incentives retention incentives agency staff travel nurses Transportation (Vehicle Purchase) Housing incentives CCA development/ training (Progressive Education Continuing Care Assistant program (PECCA)/return of service agreement partnering with Hillside Pines in Bridgewater Review and assess current master schedules and process	Net # CCAs recruited Reduced Staff turnover	Starting performance Family survey: Enough staff for resident needs (32.3%) WSWQS Staff Survey 2022: often thinking about leaving job: 30.4% negative Vacancy and staff turnover numbers Meeting care hour requirements	Eliminate use of agency and travel nurse support Reduce vacancies and eliminate mandating OT Become eligible for 4.1 hours of care funding	Fall/Winter 2022-23	Director, LTC Managers Human Resources
Payroll, HR & Scheduling System Implementation Strategic Direction(s): People	To implement a new payroll, HR and scheduling system that is more efficient than the current system(s). This includes:	Time associated with learning and implementing the new software. Financial cost	Training managers and frontline staff Communication to staff at various time points during the implementation phase Testing before Go live	Full implementation of a new software system for payroll, HR and scheduling purposes. Payroll can be processed accurately and on time, including the importing,	Different systems for payroll, HR and scheduling with no self-service options	Full implementation of software by _____ 100+ staff trained and using the system by _____	Based on finalizing implementation of system at Northwood	TBD

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	<ol style="list-style-type: none"> 1) The ability to reduce processing tasks and times 2) To have self-service modules for staff & managers 3) To improve reporting 4) To improve onboarding of new hires, and new hire set up processes 5) Improvements to performance management 			<p>exporting, GL and other reporting.</p> <p>Completion of accurate project plan timelines, accurate payroll calculations, deposits and reports.</p> <p>Staff's overall experience with the new system</p>				
<p>Dining Room Experience – space utilization/flow</p> <p>Strategic Direction(s): People</p> <p>Quality Dimension(s): Safety Accessibility Efficiency Appropriateness Person-Centred</p>	<p>Improve the quality of residents dining experience by developing and implementing a new process to improve space utilization and flow during meal times.</p>	<p>Renovations to Main Dining Room Space.</p> <p>Funding for renovations and purchase of new tables, chairs and a heat pump.</p> <p>Staff engagement and focus groups re new model/process.</p> <p>Improved utilization of staff during mealtime.</p>	<p>Renovations to main dining room to create home-like dining experience and reduce noise from kitchen.</p> <p>Sought input from residents, families and staff/managers through focus groups at staff meetings, residents council and family council.</p> <p>Considered holistic approach including infection control and prevention, safety and resident choice.</p>	<p>Initial conversations with resident and families re change to dining and location.</p> <p>Researched best practice dining experience.</p> <p>Developed resident meal setting and seating plans with input from staff and residents.</p> <p>Considered resident choice re dining room meal setting and seating plan.</p> <p>Ensure all staff utilized during mealtime and scheduled to assist</p>	<p>Initial design and process included only 1 setting; only 50% of resident able to come to the main dining room.</p> <p>Remaining 50% of resident had to eat on their units. Meals were delivered via hot cart. Occupational Health & Safety risk to staff (heavy to push, hard to spot cart in an emergency situation). Risk to residents touching hot food and hot cart.</p>	<p>Improve resident dining experience:</p> <ol style="list-style-type: none"> 1) Space improvement – renovations completed, noise from kitchen reduced. 2) Ergonomic tables purchased – will fit all types and sizes of chairs and wheelchairs. 3) Dining room location and seating plans developed (updated as necessary). 4) Risk reduction for employees and residents (hot carts no longer traveling through the building). 	<p>April 2019 New Dining Room Opened. Completed December 2022.</p>	<p>Managers</p> <p>Director, LTC</p>

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				resident with portering, assistance with meals and recording of intake.	Serving area in main dining room open to kitchen – noisy and poor temperature control.	5) 87% of residents are able to attend meals in the main dining room. Residents have the option to eat on their unit if the main dining room is overwhelming. 6)Quality care – Employees & Volunteers assist resident through portering, serving and offering partial or total assistance at meals, supervising and encouraging residents.		
Food and Nutrition cost review Strategic Direction(s): Places Quality Dimension(s): Safety Accessibility Efficiency Appropriateness	1) Food cost reduction 2) Recipe standardization 3) Implementation of Cycle Menu Management To ensure cost efficiencies in the food service program as global food cost rise. Food production efficiencies through use of std recipes and food production list and menus.	Funding approved to temporarily hire Cook to assist with the implementation of the CMM program, research food cost reduction and review/redevelop current recipes /menus Implementing the Cycle Menu Management Program. Update menus/recipes	Follow up with resident and food service staff re menu/recipe development Researched food costing. Update current order guides through GFS. Educational Webinar re Cycle Menu Management Program Partnership with GFS to Implement CMM Program.	Cost effective food purchasing. For future build working out	Hired cook to lead project. Completed product review for food cost savings. CCM program sign up completed. Reviewing and adjusting menus and recipes.	Reduce food costs Improve efficiencies	January 2023-April 2023	Manager Nutrition Services. Cook

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			Development of production lists.					
Chefs Program Strategic Direction(s): People Quality Dimension(s): Accessibility Efficiency Appropriateness Person-Centred	Improve residents dining experience and promote independence by engaging residents	Community Health Board Wellness Grant – Lunenburg County (2021/22) Space	Engaging resident of meals of thier choice. Engaging with community facilitator Engaging in community market outings	Residents overall accomplishment of prepping individual meals and personal goals/enjoyment	Resident experience survey 2022: Can get foods like to eat (57.1%); Food tastes okay (69%); Enough food choices (62.1%)	Improvement in this area for the next resident survey	Grant portion complete- ongoing on a smaller scale	Rec Therapy
Music Therapy Program	To improve residents quality of life and sense of well-beng through exercise, music and movement.	Mental Health Foundation grant	Between The Mountains Music Therapy	Foster both verbal and non-verbal communications, inclusion of group participation, individual participation and also allow for personal self-expression	Family experience survey 2022: Enough activities (64.3%) Resident experience survey 2022: Enough to do at Shoreham (58.6%)	Improvement in this area for the next resident survey	Spring 2022-Spring 2023	Rec Therapy
DrumFit Program	To improve our older population physical well being through the act of movement and drumming to the beat of different music and songs.	Chester Municipality Recreation Grant(2022/2023	Drum Fitness Program Facilitaed by Recreation Programmers	Increase physical activity, increase social activity, enhance mood, reduces stress, depression & anxiety, improve cognitive ability & memory, improve range of motion & physical mobility.			January 2023-ongoing	
Drummers Program	Music and rhythm are proven their ability to contribute positively	Communtiy Health Board Wellness Grant (2022/23)	Drumming Program in Collaboration with	engaging residents with interest of music and drumming, create new			March-May2023	

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<p>Strategic Direction(s): People</p> <p>Quality Dimension(s): Accessibility Appropriateness Person-Centred</p>	to mental and physical health, sense of community, hand-eye coordination, and many other benefits.		locally owned Socita Music	social relationships, increase physical dexterity				
<p>Motion activated projections for the care sector pilot</p> <p>Strategic Direction(s): People</p> <p>Quality Dimension(s): Appropriateness Person-Centred Population-Focused</p>	<p>Maintaining and improving residents;</p> <ul style="list-style-type: none"> • Neurological pathways • Language and communication skills • Coordination and physical ability by purchasing, installing and launching the Omi Vista Mobii Plus (motion activated projections) for use by residents and as a means to encourage intergenerational programming with the greater community. 	<p>Age Friendly 2022/23 Grant -approved</p> <p>Space</p>	<p>Researched equipment Reached out to repersentaive for quotes</p>	<p>Enhance the quality of life of residents by introducing visual and sensory stimulation as well as providing individualized levels of physical movement.</p> <p>expand beyond resident to community members for programming</p>	<p>Family experience survey 2022: Enough activities (64.3%)</p> <p>Resident experience survey 2022: Enough to do at Shoreham (58.6%)</p>	<p>Improvements in the resident and family surveys in these areas for next time.</p>	<p>March 2023-March 2024</p>	<p>Rec Therapy</p>

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SenSupport Program Strategic Direction(s): People Quality Dimension(s): Appropriateness Person-Centred Population-Focused	Improve communication by reducing barriers between residents, and family/visitors using 1:1 and Montessori based resources	Age Friendly 2021/2022 robotic pets, games, cards, books and music	Researched appropriate resources Created rental/borrowing process	Enhance the quality of life of residents by introducing visual and sensory stimulation as communication aids with loved ones Engaging loved ones with family-reducing communication barriers	Family experience survey 2022: Enough activities (64.3%) Resident experience survey 2022: Enough to do at Shoreham (58.6%)	Improvements in the resident and family surveys in these areas for next time.	Ongoing	Rec Therapy
Chester Playhouse Partnership Strategic Direction(s): People Quality Dimension(s): Appropriateness Person-Centred Population-Focused Safety	To create a more accessible space for seniors in the community (w/c seating, lifts, rails, visual aids) In return, we would be given a certain amount of free access to their plays and shows.	New Horizons grant – waiting approval	Engaging in community events provided by the Chester Playhouse	Providing opportunity for residents to engage within the community and reduce isolation within the home	Family experience survey 2022: Enough activities (64.3%) Resident experience survey 2022: Enough to do at Shoreham (58.6%)	Improvements in the resident and family surveys in these areas for next time.	Upon approval	Rec Therapy

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Palliative Care Program Strategic Direction(s): People Quality Dimension(s): Accessibility Efficiency Appropriateness Person-Centred Continuity	A palliative care program has been established at Shoreham.	Education Nursing Time Equipment Funds Storage	Identify a palliative care team Provide LEAP Education to team Expand End of Life comfort & supportive equipment Employ temp Hospice/Palliative care nurse	All residents have up to date Palliative Performance Scale assessments completed, Palliative team is established and terms of reference created, LEAP education has been completed	Palliative care program not available	100% palliative team have LEAP education, supportive & comfort items/equipment is purchased and available	Oct 2022-Oct 2023	Nursing Services Managers Palliative Care Nurse
Incontinence education/ awareness Strategic Direction(s): People Quality Dimension(s): Appropriateness Person-Centred	To increase families awareness of the types of products being used. Education/ awareness for staff	TENA rep Family participation	TENA rep products and how they work include in lease pkg for new admissions This to be planned as an education offering a couple of times per year. Will include product information for handbook and on website. Topic to be added to staff orientation	Improved family experience, awareness, perception on incontinence products	There was not a lot of information available, (create awareness on the topic)	Incontinence education for families and staff to be offered quarterly Pamphlet is now beign provided in lease packages. Working with Tena rep to get an electronic link for the website family handbook.	Nov 2022-June 2023	Nursing Service Managers

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InterRAI Implementation Strategic Direction(s): People Quality Dimension(s): Safety Person-Centred Accessibility Efficiency Appropriateness	The Family and Resident feel more involved in care planning, and their care.	Computers Point Click Care Staff time	Complete provincial InterRAI training Hire InterRAI Coordinator	Improvements in care planning, and both resident and family involvement in the assessment process. Evaluation of InterRAI system and its benefits	Family Survey: Staff involve you in careplan (75.6%) Resident Survey: Staff involve you in decisions re: care (62%)	All residents have up to date RAI assessments	Sept 2022-Sept 2023	Nurse Managers InterRAI Coordinator
Leadershift Strategic Direction(s): People Quality Dimension(s): Person-centred Efficiency Work-life	To build capacity for quality improvement and addressing safety concerns on floors/homes/home support by empowering staff and giving them the tools to identify and solve problems, based on Lean Methodology	Huddle boards Time/ space for monthly unit leadership team meetings Purchase of technology to support virtual huddle boards	Daily Management status daily shift status Weekly team huddles monthly leadership team communication meetings	Staff Engagement improved Improved staff survey results related to communication, team work and employee/manager relationship Safety incident reduction WCB incident reduction	Staff survey 2022: work within your own unit/team: 65% positive supervisor/manager: 41% positive	Improvement from previous rates of staff satisfaction measures	TBD	Managers
Infrastructure: new site/building project Strategic Direction(s): Places Quality Dimension(s): Work-life Safety	To improve living conditions for Shoreham residents by building a new long term care facility to replace the aged structure.	Financial resources Time	Land Building Design Project Management	New building fully leased and operating without a deficit Improvements with infection and prevention and control practices	Current Shoreham building	Building ready for occupancy	2022-25	President & CEO Director, LTC Corporate Director, Infrastructure Services

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Accessibility Efficiency Appropriateness Person-Centred								
Strategic Direction People - Everything we do is for the care and comfort of our residents, the confidence of their family members who trust us and the wellbeing of our staff and volunteers. Places - Our tag line is A Campus for Living. Our campus is shared by our partners who deliver affordable housing services to our community and the Health Centre (OHC). The Campus is a home for the residents who live in our long-term care facility and the tenants who live in the apartments, a workplace for our employees and volunteers and a resource hub for the community. To fulfill this mandate, we will work collaboratively with our partners to design and maintain our buildings, grounds and services to achieve the highest standards and maximum value for those who live, work and meet here. Performance - Shoreham Village strives for excellence in all we do and will continue to build its reputation as a leader in the Continuing Care sector.					Accreditation Quality Dimensions: Health Standards Organization's eight quality dimensions that all play a part in providing safe, high-quality care in every health and social services sector. Safety - Keep me safe Accessibility - Give me timely and equitable services Appropriateness - Do the right thing to achieve the best results Efficiency - Make the best use of resources Person-Centred - Partner with me and my family in our care Work-life - Take care of those who take care of me Continuity - Coordinate my care across the continuum Population-Focused - Work with my community to anticipate and meet our needs			

Source: Adapted from the Collaborative for Excellence in Healthcare Quality, *a Guide to Developing and Assessing a Quality Plan for Healthcare Organizations* (2012)