
Subject: Seniors Services Quality Improvement Report – October to December 2019

Report to: Public Health and Social Services Committee

Report date: Tuesday, March 10, 2020

Recommendations

That this report **BE RECEIVED** for information.

Key Facts

The purpose of this report is to provide Committee and Council with highlights of quality initiatives and outcomes in the fourth quarter of 2019 for Seniors Services. Areas of focus in this quality update include:

- Seniors Services Strategic Plan 2020-2023
- Infection Prevention and Control – Outbreaks and Hand Hygiene
- Bedrail Failure Mode Effect Analysis (FMEA)

Financial Considerations

The activities highlighted in this report were funded within the 2019 approved operating budgets. The Ministry of Long-Term Care (MLTC) and the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) are the primary sources of funding for the Seniors Services division. Other funding sources include user fees and municipal tax levy.

Analysis

Seniors Strategic Plan 2020-2023

The Long-Term Care Homes Act and Accreditation Canada require long-term care homes to develop a strategic plan every three years. The purpose of the Seniors Services Strategic Plan is to guide the work of the division over the next three years. The plan sets strategic directions focused on services delivered to seniors in Niagara Region's Community Programs as well as in its long-term care homes.

The strategic plan was developed through a comprehensive, staff-led engagement process. Seniors Services' clients / residents, families and caregivers, staff and

community partners provided input and feedback through in-person focus groups and online surveys.

The new vision for Seniors Services is “*Extraordinary Care. Compassionate Team. Collaborative Leader*”. This vision will help drive the work for Seniors Services and is intended to resonate with staff at all levels.

The key strategic priorities are:

- Strengthen Workplace Health and Safety and Workflow
- Engage and Empower Staff
- Enhance Care Experiences
- Improve Outcomes Through Innovation
- Maximize Collaboration with Partners

In order to move these strategic priorities forward, specific projects, initiatives and actions will be identified in annual and multi-year implementation plans. These plans will ensure Seniors Services is aligned to meet current and future needs of seniors living in Niagara, as identified through the strategic planning process.

Infection Control – Outbreaks and Hand Hygiene

Outbreaks in long-term care homes have an impact on the quality of life for residents. Long-term care homes take a number of steps to decrease the risk and length of outbreaks including increased cleaning of high touch surfaces, encouraging residents and staff to get the flu shot, advising families not to visit if they are feeling unwell and ensuring good hand hygiene practices. In 2019, the eight Niagara Region homes had 14 outbreaks including 11 upper respiratory outbreaks (with symptoms of cough, congestion and fever) and 3 enteric outbreaks (with symptoms of vomiting, diarrhea and stomach cramps). The total number of outbreaks decreased slightly from 2018 when there were 16 outbreaks across the homes.

It is widely understood that good hand hygiene prevents the spread of infection and disease. In support of enhanced hand hygiene practices, Seniors Services has a comprehensive hand hygiene program that incorporates annual training on infection control practices and a regular schedule of monthly audits. Staff use a computer application to complete monthly audits. Audits include the four moments of hand hygiene: initial contact with the resident, before sterile technique, after exposure to body fluids and after resident contact. The application provides timely feedback to foster a learning culture of improved hand hygiene techniques and practices. Seniors Services

reached their target for compliance this past quarter by achieving a rate of 98% compliance at the four moments of hand hygiene.

Bed Entrapment Program Failure Mode and Effect Analysis (FMEA)

In the past, the use of bedrails was utilized as a safety mechanism to prevent the risk of falls. Informed by research and analysis, today routine use of bedrails in long-term care homes is discouraged and largely eliminated when possible due to the risk of bed entrapment. Bed entrapment is an event in which an individual is caught, trapped, or entangled in the spaces in or around the bed rail, mattress or bed frame. Bed entrapment has been found to lead to injuries up to and including death. Those most vulnerable for bed entrapment include individuals who are elderly, frail, confused, restless, are in pain, have altered mental status or uncontrolled body movements. As such, long-term care residents are recognized as a high-risk group.

To ensure best practice and guarantee the highest level of resident safety, Seniors Services engaged the Region's Business Excellence and Innovation team to complete a review and prospective analysis of the Bed Entrapment Prevention Program. The program review used the Failure Mode and Effect Analysis (FMEA) tool. Using this tool the team identified key points in the Bed Entrapment Prevention Program that required additional effort to further reduce risks.

Areas of risk identified in the process included staff training, the process to trial a bed rail alternative, and ensuring bed rails that are no longer required or appropriate are removed. Solutions detailed in the action plan include an enhanced training plan (introducing testing to confirm staff understanding and knowledge retention), regular meetings with registered staff and leadership to ensure open and frequent lines of communication, ensuring proper assessment, trial and removal of bed rails. Follow-up action plans are now completed and being implemented across the homes.

Seniors Services has been asked to present the bed entrapment prevention program at the provincial AdvantAge spring 2020 conference, recommending it as an industry best practice program.

Alternatives Reviewed

Not Applicable.

Relationship to Council Strategic Priorities

Healthy and Vibrant Community.

Other Pertinent Reports

None.

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This report was prepared in consultation with Jeannette Bax, Business Excellence and Innovation Program Manager, Sandy Dupuis, Manager of Compliance and Community Engagement and reviewed by Henri Koning, Director, Seniors Services.

Appendices

Appendix 1 Seniors Services Report Card 2019

Appendix 1

Seniors Services Report Card 2019

Measures	Definition	2019 Q1	2019 Q2	2019 Q3	2019 Q4
Seniors Long Term Care Home Metrics					
Cognitive Impairment	This metric provides a percentage of residents whose diagnosis includes dementia, other than Alzheimer's or related neurologic diseases after the resident assessment has been completed.	66.7	66.1	65.79	66.06
Resident Satisfaction Survey	This metric provides a measure of the residents' perception of the services and overall rating of a great place to live. The resident satisfaction survey is issued annually. The 2018 MBN median for upper-tier municipalities was 93%. In 2018 the median for the 8 Niagara Region LTC Homes was 95%.	95			
Pressure Ulcers	This is a measure of the # of worsened stage 2-4 pressure ulcers documented on their target assessment and the stage of pressure ulcer is greater on their target assessment than on their prior assessment (Prov. Avg. 2.6%)	3.7	3.73	3.25	2.96
Outbreaks	The resident home area may be declared in outbreak by Public Health if two or more residents residing in the same resident home area have two or more consistent infectious symptoms (In 2018 the total number of outbreaks was 16).	5	2	4	3

Measures	Definition	2019 Q1	2019 Q2	2019 Q3	2019 Q4
% of Resident who have fallen in the last 30 days	This is a measure of the % of residents who sustained a fall in the last 30 days recorded on their target assessment. (Prov. Aver. 16.25%)	17.05	18.25	17.00	16.65
% of Residents with New Fractures	This is a measure of the % of residents who sustained a fracture during this quarter on their most recent assessment. This total includes any fracture that may occur. The goal is to minimize all fractures. (Prov. Aver. 2.1%)	1.74	0.79	1.64	1.075
Seniors Community Programs					
Number of unique individuals served in 2018	Individual is counted once in a calendar year regardless of the number of services one individual may be accessing	1682	1698	1748	1614
% satisfied with overall services	Average across all SCP programs	97			
# of complex case consultations	Multi-agency collaboration is required to support the diverse needs of the individual in developing a community plan of support/care	10	23	4	11