

Let's Make Healthy  
Change Happen.



# Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario



PLEASANT MANOR AND TABOR MANOR  
serving seniors with excellence, love and dignity



## General Operations

March 2016

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

[ontario.ca/excellentcare](http://ontario.ca/excellentcare)

## Overview of Our Organization's Quality Improvement Plan

### Overview

The objectives we focus on in our QIP are aimed at improving client-centred care, particularly related to our leadership practices and staff involvement, staff and volunteer training, and the garbage/recycling rooms at both homes. As part of our ongoing commitment to our staff, we chose to continue to focus on leadership practices and staff involvement in our homes, as these are areas our staff have identified as needing improvement on our 2010 and 2015 Employee Engagement Surveys. We chose the staff training objective as a means to meet the Learning and Growth organizational performance and quality improvement goal on our Balanced Scorecard. We chose the other objectives to respond to feedback from volunteers and tenants that identified these as areas of lower satisfaction on the 2015 Pleasant Manor Volunteer Satisfaction Survey, Tabor Manor Volunteer Satisfaction Survey, Pleasant Manor Tenant Satisfaction Survey, and Tabor Manor Tenant Satisfaction Survey.

Our QIP aligns with the quality objectives of our organization's strategic plan, and with our Multi-Sector Service Accountability Agreement (M-SAA). Further, our QIP aligns with provincial and regional strategies of client-centred care, as well as Seniors Strategy in the province. It is integrated with Health Quality Ontario's (HQO) and the Local Health Integration Network's (LHIN) health services plan that focuses on client experience.

### Integration and continuity of care

Pleasant Manor and Tabor Manor, which are sister homes, have a Quality Council (QC) that oversees the quality improvement strategy and initiatives at both homes. The homes work together and align objectives to create positive change in both locations. We are a member of the Ontario Association of Non-profit Homes and Services for Seniors (OANHSS) Region 2 Administrators group and the Hamilton Niagara Haldimand Brant (HNHB) Long Term Care Homes (LTCH) Network and Niagara Senior Supportive Housing Network (NSSHN), and have been working with these groups to develop quality improvement initiatives.

### Challenges, risks and mitigation strategies

Our challenge will be to achieve the performance goals. We will do our best to mitigate risk by completing ongoing audits to ensure we achieve our stated objectives.

### Information management:

Our organization uses electronic learning platforms and our annual Satisfaction Surveys to obtain data and feedback from our staff, volunteers, and tenants so we can better understand their needs. As mentioned above, six of our seven QIP objectives are drawn directly from our 2015 Satisfaction Surveys as a means of responding to staff, volunteer, and tenant feedback. Information regarding the training needs of our staff is obtained through our electronic learning platforms.

### Engagement of clinicians and leadership:

Our leadership staff were involved in the creation of the objectives and action plans on our QIPs through our General Operations Continuous Quality Improvement Committee (CQIC). We have also consulted our LTC Professional Advisory Committee (PAC) and engaged in conversations with Brock & DeGroote School of Medicine, Niagara Campus, as partners in our quality journey. Our management team has obtained certification through Improving & Driving Excellence Across Sectors (IDEAS) training. Our QIP was reviewed and approved by the Pleasant Manor and Tabor Manor Board of Directors on Wednesday, March 23, 2016.

### Patient/Resident/Client Engagement

Upon receiving the results of our Tenant Satisfaction Survey, Volunteer Satisfaction Survey, and Employee Engagement Survey, staff identify an area for improvement and create an action plan. We then report back to the Tenant Council, volunteers, and staff, respectively, to let them know how we plan to improve in the identified area.

### Accountability management:

Our progress on our QIP objective will be reviewed quarterly at CQIC meetings and then reported on at QC meetings. The objective on our QIP is incorporated into our supervisors' annual performance plans through our performance management system, to be reviewed and assessed throughout the year and in their annual performance reviews.

## Sign-off

I have reviewed and approved our organization's Quality Improvement Plan



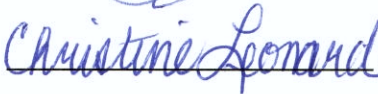
Glen Unruh, Board Chair



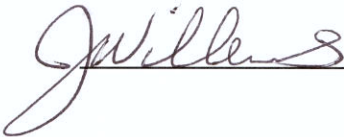
Tim Siemens, Chief Executive Officer, Quality Council Chair, General Operations Quality Committee Chair



Rob Sutherland, Director of Finance, General Operations Quality Committee



Christine Leonard, Tabor Manor Director, General Operations Quality Committee



Judy Willems, Pleasant Manor Director, General Operations Quality Committee

## Quality Improvement Plan – Pleasant Manor & Tabor Manor – General Operations

AIM		MEASURE				CHANGE				
Quality Dimension	Objective	Measure/ Indicator	Current Performance	Target for 2016/17	Target Justification	Planned Improvement Initiative (change ideas)	Methods	Process Measures	Goal for change ideas (2016/17)	Comments
Client-Centred	G – 1 Train staff on organizational mandatory education	% of organizational mandatory education completed	84%	100%	To continue to increase compliance to mandatory training	Make all mandatory courses accessible through Surge Learning	HR Generalists will ensure all courses are uploaded and accessible through Surge Learning by February 19, 2016	% of mandatory courses that are offered through Surge Learning by February 19, 2016.	100%	We chose this objective as a means to meet the Learning and Growth organizational performance and quality improvement goal on our Balanced Scorecard.
						Ensure employees complete training by December 15, 2016 deadline	All newly hired employees will complete their mandatory education prior to working their first shift.	% of newly hired employees who complete their mandatory education prior to working their first shift.	100%	
							Supervisors will receive completion reports twice a year and will follow up with their employees to encourage completion of outstanding courses.	# of times reports are distributed to Supervisors	2 reports distributed	
						Pay each unionized employee for 4 hours worth of time in uninsurable earnings upon	% of employees who received payment for completing 2016	100%		

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							<p>demonstration of completion of training in 2016. Payout deadlines are June 30 for payment in July, October 31 for payment in November, and December 15 for payment in last pay period in December.</p> <p>Enter employees into a draw for a \$100 Visa gift card (1 per home) if education is completed prior to June 30, 2016.</p> <p>Enter employees into the draw for a day off with pay at the Staff Christmas Banquet if education is completed prior to October 31, 2016.</p>	<p>mandatory education</p> <p>% of employees who were entered into the gift card draw for completing 2016 mandatory education prior to June 30, 2016</p> <p>% of employees who were entered into the draw for completing 2016 mandatory education prior to October 31, 2016</p>	<p>100%</p> <p>100%</p>	

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						<p>Ensure employees who did not complete 2015 mandatory education, complete their 2016 mandatory education by June 30, 2016.</p> <p>Improve efficiency of 2017 mandatory education curriculum</p>	<p>Supervisor will meet with each of these employees by March 31, 2016 to discuss their lack of completion and establish the expectation and action plan that they will complete their 2016 mandatory education by June 30. Supervisor will note this in a journal entry and add it as a goal in the employee's Review Snap.</p> <p>HR Generalists will review curriculum and modify one course to shorten it and make it more efficient by November 30, 2016</p>	<p>% of employees who did not complete 2015 mandatory education were met with and have a note and goal documented in their Review Snap.</p> <p># of courses shortened</p>	<p>100%</p> <p>1 course shortened</p>	

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	G – 2 Improve our Leadership Practices by praising staff for a job well done	% of positive responses on question related to praising people for a job well done, as indicated on the Pleasant Manor & Tabor Manor Employee Engagement Survey	Question 22c: 47% (58 of 123) responses are positive	Question 22c: 52% of responses are positive	To match best performance in other categories on Employee Engagement Survey	Communicate results of the Leadership Practices section of 2015 Employee Engagement Survey and ask staff for further feedback	<p>Prepare large posters with results and a section requesting further staff feedback.</p> <p>Introduce posters to Supervisory staff at the February 19 Principled Leadership Program (PLP), and introduce to all staff at February General Staff Meetings</p> <p>Post the posters following General Staff Meetings and leave up to collect feedback until March 29. The feedback on them will be combined with the learnings gleaned from the March PLP, and will be discussed at the April 15 PLP. Further action to follow.</p>	<p>100% of posters printed by February 18.</p> <p>Posters introduced at meetings, as indicated in the slideshow/minutes</p> <p>Posters posted</p>	<p>100%</p> <p>Posters introduced by February 29, 2016.</p> <p>Posters posted by February 29, 2016.</p>	We chose this objective because Leadership Practices is an area we have been working on for a few years now and can continue to improve upon, as identified on the 2015 Employee Engagement Survey.

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	G – 3 Improve Staff Involvement in creating our organizations' vision of the future	% of positive responses on question related to staff being involved in creating our vision for the future, as indicated on the Pleasant Manor & Tabor Manor Employee Engagement Survey	Question 23e: 34% (42 of 122) responses are positive	Question 23e: 39% of responses are positive	To match best performance in other categories on Employee Engagement Survey	<p>Ask employees for input in our 2016-2019 strategic plan.</p> <p>Communicate results of the Staff Involvement section of 2015 Employee Engagement Survey and ask staff for further feedback</p>	<p>Send employees a link to a Survey Monkey survey via email, to request their input.</p> <p>Prepare large posters with results and a section requesting further staff feedback.</p> <p>Introduce posters to Supervisory staff at the February 19 Principled Leadership Program (PLP), and introduce to all staff at February General Staff Meetings</p> <p>Post the posters following General Staff Meetings and leave up to collect feedback until March 29. The feedback on them</p>	<p>Survey link emailed</p> <p>100% of posters printed by February 18.</p> <p>Posters introduced at meetings, as indicated in the slideshow/minutes</p> <p>Posters posted</p>	<p>Email employees link by February 12, 2016, requesting response by February 19, 2016.</p> <p>100%</p> <p>Posters introduced by February 29, 2016.</p> <p>Posters posted by February 29, 2016.</p>	<p>We chose this objective because Leadership Practices is an area we have been working on for a few years now and can continue to improve upon, as identified on the 2015 Employee Engagement Survey.</p>



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							will be combined with the learnings gleaned from the March PLP, and will be discussed at the April 15 PLP. Further action to follow.			
	G – 4 Improve the quality of the volunteer program by offering Montessori training to Pleasant Manor volunteers	% of volunteers who attend Montessori training sessions offered throughout year	No baseline	35% of volunteers in attendance	To establish a performance benchmark for volunteers who are equipped with Montessori training	Offer 2 Volunteer Trainings on the Montessori Method of Dementia Care to help volunteers better understand how Dementia affects people and to learn some tools they can use in their roles.	Pleasant Manor Volunteer Coordinator will create and schedule training sessions.  Pleasant Manor Volunteer Coordinator will take attendance at both sessions.	# of training sessions offered  Attendance taken	2 training sessions offered by December 31, 2016.  Attendance taken at both training sessions	We chose this objective because volunteer training is an area we can improve upon, as identified on the 2015 Pleasant Manor Volunteer Satisfaction Survey. This objective also supports our larger organizational goal of implementing Montessori throughout the home.
	G – 5 Improve the quality of the volunteer program by offering Montessori training to Tabor Manor volunteers	% of volunteers who attend Montessori training sessions offered throughout year	35% (40 of 115) of volunteers in attendance	45% of volunteers in attendance	To increase the number of volunteers who are equipped with Montessori training	Offer 2 Volunteer Trainings on the Montessori Method of Dementia Care to help volunteers better understand how Dementia affects people and to learn some tools	Tabor Manor Volunteer Coordinator will create and schedule training sessions.  Tabor Manor Volunteer Coordinator will take attendance.	# of training sessions offered  Attendance taken	2 training sessions offered by December 31, 2016.  Attendance taken at both training sessions	We chose this objective because volunteers indicated that they would appreciate educational opportunities to help them better serve residents, as identified on the 2015 Tabor Manor Volunteer Satisfaction Survey and in

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						they can use in their roles.				feedback from previous training sessions. This objective also supports our larger organizational goal of implementing Montessori throughout the home.
	G – 6 Improve garbage rooms for Arborview, Brookview, Creekview, Oakview apartments at Pleasant Manor	% of positive responses on question related to the garbage/recycling areas, as indicated on the Pleasant Manor Tenant Satisfaction Survey  % of respondents who indicate that the garbage/recycling area needs improvement, as indicated on the Pleasant Manor Tenant	Question 4: 87% (62 of 71) responses are positive  OR  Question 5: 18% (17 of 97) respondents indicate that the garbage/recycling area needs improvement	Question 4: 90% responses are positive  OR  Question 5: 13% respondents indicate that the garbage/recycling area needs improvement	To match best performance in other categories on Tenant Satisfaction Survey	From May to November, weather permitting, garbage bins will be rinsed out each time they are emptied.	Maintenance Supervisor will add “rinsing the garbage bins” to the weekly preventative maintenance schedule on Worxhub from May to November, weather permitting.  Maintenance Supervisor will conduct biweekly audits to determine if bins were rinsed out after being emptied, and will follow up with staff to re-educate if not completed.	Preventative maintenance item added to Worxhub  % of biweekly audits completed from May to November, weather permitting.	Preventative maintenances item added to Worxhub by March 31, 2016.  100% of biweekly audits completed.	We chose this objective because tenants indicated dissatisfaction with the garbage/recycling areas and indicated that they require improvement, as identified on the 2015 Pleasant Manor Tenant Satisfaction Survey.

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		Satisfaction Survey				<p>Improve cleanliness and tidiness of garbage rooms</p> <p>Educate tenants on best practices for garbage disposal.</p>	<p>Nutrition Manager will review expectation for Housekeeping staff cleaning garbage rooms by March 31, 2016.</p> <p>Nutrition Manager will complete monthly audits to ensure cleanliness and will follow up when necessary.</p> <p>Create and distribute a pamphlet to all tenants by April 30, 2016.</p>	<p>Expectation reviewed</p> <p>% of monthly audits completed</p> <p>Pamphlet distributed</p>	<p>Expectation reviewed by March 31, 2016.</p> <p>100% of monthly audits completed.</p> <p>Pamphlet distributed by April 30, 2016.</p>	

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	G – 7 Improve garbage rooms in Mapleview and Evergreen apartments at Tabor Manor	% of positive responses on question related to the garbage/recycling areas, as indicated on the Tabor Manor Tenant Satisfaction Survey  % of respondents who indicate that the garbage/recycling area needs improvement, as indicated on the Tabor Manor Tenant Satisfaction Survey	Question 4: 80% (59 of 74) responses are positive  OR  Question 5: 30% (27 of 90) respondents indicate that the garbage/recycling area needs improvement	Question 4: 85% responses are positive  OR  Question 5: 25% respondents indicate that the garbage/recycling area needs improvement	To match best performance in other categories on Tenant Satisfaction Survey	From May to November, weather permitting, garbage bins will be rinsed out each time they are emptied.            Improve cleanliness and tidiness of garbage rooms	Maintenance Supervisor will add “rinsing the garbage bins” to the weekly preventative maintenance schedule on Worxhub from May to November, weather permitting.   Maintenance Supervisor will conduct biweekly audits to determine if bins were rinsed out after being emptied, and will follow up with staff to re-educate if not completed.  Nutrition Manager will review expectation for Housekeeping staff cleaning garbage rooms by March 31, 2016.	Preventative maintenance item added to Worxhub.            % of biweekly audits completed from May to November, weather permitting.  Expectation reviewed	Preventative maintenances item added to Worxhub by March 31, 2016.            100% of biweekly audits completed.            Expectation reviewed by March 31, 2016.	We chose this objective because tenants indicated dissatisfaction with the garbage/recycling areas and indicated that they require improvement, as identified on the 2015 Tabor Manor Tenant Satisfaction Survey.



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						<p>Nutrition Manager will complete monthly audits to ensure cleanliness and will follow up when necessary.</p> <p>Educate tenants on best practices for garbage disposal.</p> <p>Paint Mapleview garbage room</p>	<p>Nutrition Manager will complete monthly audits to ensure cleanliness and will follow up when necessary.</p> <p>Create and distribute a pamphlet to all tenants by April 30, 2016.</p> <p>Paint Mapleview garbage room by June 30, 2016.</p>	<p>% of monthly audits completed</p> <p>Pamphlet distributed</p> <p>Garbage room painted</p>	<p>100% of monthly audits completed.</p> <p>Pamphlet distributed by April 30, 2016.</p> <p>Garbage room painted by June 30, 2016.</p>	