

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 27, 2024

OVERVIEW

Shalom Village is a registered charitable organization that is home to 127 residents living in Long Term Care, 81 people living in Assisted Living and many others who come in daily for social and health care programs, located in Hamilton, Ontario. Shalom Village transforms the lives of these unique individuals through a variety of programs and services. We provide an unwavering commitment to creating opportunities for these people to Make Moments that Matter. Founded by the Jewish Community, for the benefit of all individuals throughout the Hamilton Region, our Jewish values and traditions ensure that all people from a diversity of backgrounds are welcomed and benefit from the respect, compassion, and dignity inherent in the Jewish faith.

Our Vision

Shalom Village... Honouring our Fathers and our Mothers.

Our Mission

To provide opportunities for the continuity of life interests, values and relationships for those who need supportive housing, long term care, convalescent care, adult day services and specialized fitness facilities within the context of Jewish Values and Kashruth. We want all those who need our services to feel AT HOME.

Our Values

Acknowledge: we will listen to each other and commit to being

approachable, trustworthy, and helpful while valuing each person's contributions, perspectives and differences.

Together: we will support each other and believe that together we can achieve anything.

Home: we will create a feeling of comfort, trust, familiarity and safety that honor's Jewish Values and brings about each individual person's feeling of being at home.

Organization: we will strive for learning, innovation, accountability, transparency, and excellence in all we do.

Memories: we will share past memories and create new ones through relationships, sharing, and celebrations.

Enablement: we will empower, encourage and focus on each other's strengths to make possibilities possible and accomplish our goals.

Shalom's interprofessional team is passionate about the care and services we provide to our residents and are constantly reflecting on practices and areas of improvement to provide exceptional, person centered care to our residents. Our team is committed to providing person centered, holistic care to each resident. In this year's Quality Improvement Plan we will outline our plan to improve quality at Shalom Village through thoughtful and representative data.

In developing the Quality Improvement Plan for 2024/25, we continue our commitment to deliver high quality, person-centered

care and services while focusing on resident experience. We use the QIP as a standard and dynamic tool to support the quality journey within the Home and across the organization.

We continue to align with the provincial quality agenda, system and sector-wide priorities with the organization's mission, vision, values and strategic goals.

Shalom Village's 2024/25 QIP was developed with input from our residents, caregivers, team members and community stakeholders. We aim to focus our quality improvement efforts in the following areas:

- Percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and anti-racism education
- Percentage of LTC home residents who fell in the 30 days leading up to their assessment
- Percentage of LTC residents without psychosis who were given antipsychotic medication in the 7 days preceding their resident assessment
- Improve Resident Experience – Percentage of residents who agree with the statement: "Staff listen to what I say, and I feel heard."

Shalom Village's QIP also aligns with other planning processes in the organization, including the draft interim strategic plan which being finalized by mid 2024. The strategic planning goals and objectives further align with the interim strategic plan directions.

2024-2026 Draft Interim Strategic Plan Directions

Shalom Village's interim strategic directions highlight the areas in which Shalom Village will focus on over the next 18 months to accomplish our mission.

Excellence of Care and Experience

Advance a culture of excellence throughout the organization that supports the delivery of quality service, care and experience for all our residents, families, community members, staff and other stakeholders.

Investing in our People

Fostering a healthy and supportive environment for all who live, work, volunteer and visit at Shalom Village.

Financial Sustainability

Create shared culture and practice of prudent stewardship of resources and assets to maximize potential.

Serving our Community and Leading Together

Engaging and serving more people in the communities we serve and optimizing healthy aging through visible, authentic, collaborative, values-driven leadership.

Providing quality care and services is the foundation of everything we do at Shalom Village. Our programs and services are aimed at improving the quality of life of those we serve and we accomplish

this through the quality improvement program. Quality improvement is practiced at all levels of the organization from the front-line team to our Board of Directors. Quality improvement practices are promoted and supported by the leadership team.

ACCESS AND FLOW

Shalom Village is committed to optimizing system capacity and flow by working collaboratively with residents, families and system partners to ensure timely access to care and services. In collaboration with our partners, we strive to be a leader in providing integrated healthcare services to residents and their families.

One way this is achieved is through Shalom Village's Convalescent Care program which helps people recovering from illness or injury return to independent living at home. Participants may stay up to 90 days in the program. The goal of the Convalescent Care program is to help participants regain strength, improve functioning and build confidence to ensure a smooth transition back to independent living.

Shalom Village recognizes the critical importance of palliative care approaches to care and the impact that this can have on the overall health system. Our team has partnered with Mc Master's Dr. Sharon Kaasalainen and her team at SPA-LTC Strengthening a Palliative Approach to Long-Term Care team. A

palliative approach in long-term care (LTC) empowers families and staff to provide personalized and high-quality care for LTC residents living with chronic and life-limiting illnesses. This approach provides individuals with a seamless transition from chronic disease management to appropriate end-of-life planning and care. Our belief is that a palliative approach is beneficial at any stage in a chronic illness to maximize comfort and respect a person's wishes. Working alongside health professionals and family members, individuals with a life-limiting or life-ending illness are involved throughout the illness trajectory. Care is rooted in open and honest conversations so that the personal, spiritual and emotional concerns of residents are heard and addressed.

EQUITY AND INDIGENOUS HEALTH

Shalom Village is deeply committed to driving improved and equitable outcomes to reduce health inequities. This commitment involves strategic and sustained efforts to advance health equity for all communities in the province, while addressing the urgent need to combat antisemitism and other forms of discrimination.

As an organization, we continually seek to combat all forms of discrimination, including antisemitism, and celebrate the complexities of individual experiences beyond predetermined categories and greatly value diversity of thought and experience. This is an ongoing journey that requires dedication,

continuous learning, and a commitment to combatting all forms of discrimination and hate.

Shalom Village is committed to further advancing First Nations, Inuit, Métis and Urban Indigenous Health by learning from Indigenous partners, particularly the historical and ongoing impacts of colonization on the health disparities experienced by Indigenous people in order to be a partner that strengthens and supports the resilience of Indigenous people and communities.

Regular reviews of organizational policies and procedures are conducted to identify and eliminate any systemic barriers to inclusion and diversity, with a focus on combating antisemitism. Advancing our understanding of Jewish history and values in an effort to provide others with tools to combat antisemitism is a priority for Shalom Village. By aligning its quality improvement initiatives, Shalom Village is driving positive change and fostering an environment of respect, in alignment with our AT HOME values for all individuals, irrespective of their background, culture, or identity. Advancing the collective understating of Jewish history and values

In addition to our commitment to fulfill the 2024/25 Quality Improvement Plan indicator: "Percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and anti-racism education," our leadership team

will complete antisemitism education to promote awareness of antisemitism and other forms of discrimination, and to equip staff members with the knowledge and skills to foster a workplace that is free from bias and discrimination of all kinds.

Shalom Village is also actively engaged in meaningful community partnerships with diverse groups to ensure that its services are accessible and responsive to the unique needs and perspectives of all individuals. This includes ongoing collaboration with Jewish community organizations and other groups to address antisemitism and promote understanding and respect among diverse populations.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Resident and Family engagement continues to be a priority of Shalom Village. Over the course of the past year we have focused on increasing our partnering with residents and their families. We appreciate that the last several years during a pandemic were quite challenging for long term care residents and their loved ones. Our QIP is shared with our residents, families and staff at their respective input and revised as needed. The outcomes and ongoing progress is reviewed with Resident and Family Councils, the Operational and Board Quality Committees and the Board of Directors.

We use ongoing opportunities to engage residents and their

families to support improvements that reflect the collective experiences and voices of those living at Shalom Village.

Resident/Family Councils and Resident/Family Town Halls:
We seek feedback and input from residents and families through council meetings, town halls and informal discussions. These venues also provide peer-to-peer support and the opportunity to share information, discuss potential program ideas, and stay informed.

Quality Committee Meetings:
Shalom Village's LTC Operational Quality Committee meets quarterly at minimum and utilizes an interdisciplinary approach to evaluate sources of data and discuss, plan, and prioritize quality improvement initiatives. Inclusion of residents, families and front-line team members in CQI committee meetings has provided rich discussions and diverse, lived experience. There have been a number of positive impacts from their participation. This fosters a new approach to quality planning that is co-created and co-led with families and residents rather than professionally driven. Shalom Village's Quality Committee of the Board provides further oversight to all quality improvement and risk management activities across the organization.

Resident Satisfaction Survey:
Shalom Village conducted a Resident Satisfaction Survey in 2023 in alignment with legislative

requirements, to gather feedback from residents. This feedback is used to develop action plans to address the resident experience.

PROVIDER EXPERIENCE

Employee wellbeing and a positive workplace culture are crucial for providing exceptional care to residents and their families. The ongoing human resources challenges in the healthcare sector have prompted Shalom Village to prioritize the psychological health and wellbeing of its employees. This includes addressing staff shortages, heavy workloads, and the impact of pandemic-related stress. To ensure that employees have a voice in shaping their work environment, Shalom Village provides various channels for feedback, such as team meetings and town halls. Furthermore, employees play a vital role in the development and execution of the 2024-2026 Strategic Plan and associated operational objectives.

The leadership team at Shalom Village is committed to fostering an inclusive and supportive workplace culture. This involves providing formal and informal support to the staff, along with innovative recruitment and retention practices. By empowering employees and implementing forward-thinking strategies, Shalom Village aims to enhance the overall employee experience and address the current workforce challenges in the healthcare sector.

At Shalom Village, several initiatives are in place to support employee wellbeing:

1. **Psychological Health Support:** Shalom Village has implemented programs and resources to support the psychological health and wellbeing of its employees, addressing the impact of challenging work environments and the cumulative stress experienced during the pandemic.
2. **Employee Feedback Channels:** Various avenues, such as team meetings and town halls, allow employees to voice their concerns, provide feedback, and suggest opportunities to enhance their experience in the workplace.
3. **Employee Involvement in Strategic Planning:** Employees are actively engaged in the development and implementation of the organization's 2024-2026 Strategic Plan and associated operational objectives, shaping the future of the workplace culture and initiatives.
4. **Leadership Support:** The leadership team at Shalom Village provides both formal and informal support for the staff, demonstrating a commitment to fostering a supportive, respectful environment in alignment with our AT HOME values.
5. **Recruitment and Retention Practices:** Innovative practices are being implemented to improve

recruitment and retention, ensuring that employees feel valued and supported in their roles.

These initiatives collectively aim to create a workplace environment where employee wellbeing is prioritized, leading to improved staff experience and resilience in the face of current health workforce challenges.

SAFETY

Resident safety is a critical component of Shalom Village's Continuous Quality Improvement Program.

It is a pervasive theme within our care teams during care conferences and team huddles. Resident safety is also well supported through our Operational Quality committee and Quality Committee of the Board, and long-term care policies and procedures.

Our approach to patient safety includes both prevention activities and post-incident follow-up and management. The following examples illustrate some of the work that supports patient safety and incident management:

Prevention

Standardized Documentation: Communication is a critical and foundational element of patient safety.

Over the past year, Shalom Village has moved to a structured and standardized documentation approach using SBAR (Situation, Background, Assessment and Recommendation).

Embedding this approach into our documentation practices has

fostered clearer, more concise documentation that promotes better communication among the care teams.

Post-incident Management:

Post Falls Assessment Tool: This tool allows for a comprehensive analysis of the contributing factors that may have led to the fall. The purpose of the tool is to support transparency, learning, and identify areas for improvement.

Follow-up on medication errors: There is a standardized process that follows any medication errors, including the completion of a medication error report and a follow-up with the in-home clinical, medical, and pharmacy team.

Review and analysis of complaints and critical incidents: The leadership team reviews and analyses all documented complaints and critical incidents at least once a month. We use the data to identify recurring and system trends to guide quality improvement and risk-management activities.

POPULATION HEALTH APPROACH

Shalom Village continues to demonstrate its commitment to population health-based approaches by actively partnering with other health system providers and Ontario Health to meet the unique needs of the community. Shalom Village has a particular interest in research and innovation and partnering with

academic institutions and community stakeholders. The organization's proactive services are designed to promote health, prevent disease, and enable individuals to live well with their conditions, ensuring that every interaction with the health system contributes to the overall well-being of the population it serves.

An example of this is the Fitness Club at Shalom Village; it is a unique exercise club for people over the age of 65. It grew from a successful research project with McMaster University that demonstrated the dramatic impact that age-appropriate exercise can have on the quality of life experienced by older adults. Two major benefits of exercise were uncovered through the project: a marked reduction in the incidence of falls and improvements in mobility. Participants not only felt better but found everyday tasks such as getting in and out of a car or sitting and standing easier to accomplish. In addition to Shalom Village Long Term Care and Convalescent Care residents, The Club is open to all Hamilton region seniors 65 and over.

We work closely with our community partners, Home and Community Care Program, hospitals and stakeholders to ensure safe and effective integrated care of residents. Ongoing relationship building and partnerships with health system partners such as local long-term homes, hospitals, home and community care, regional IPAC hubs, Behavior Supports Ontario,

Ontario Health West and various regulatory authorities. Where there is an opportunity Shalom Village partners with community outreach programs to provide care and services to our residents at the right place and time while reducing overall stressors to the healthcare system.

Shalom Village's participation in population health-based approaches is evident in its engagement with community organizations, public health agencies, and various health system partners to identify and address the unique health challenges faced by the community it serves. By actively contributing to coordinated care networks, the organization ensures that individuals receive comprehensive, integrated, and supportive services that align with the principles of population health-based approaches.

The organization's commitment to proactive care extends to its initiatives aimed at addressing social determinants of health, promoting health equity, and fostering an inclusive environment. By collaborating with partners to develop proactive health promotion programs, preventative health services, and community-based supports, Shalom Village values the importance of addressing the broader determinants of health to improve the overall well-being of the population.

CONTACT INFORMATION/DESIGNATED LEAD

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SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on **March 27, 2024**

Larisa Volman, Board Chair / Licensee or delegate

Cindy Sheppard, Administrator /Executive Director

Larisa Volman, Quality Committee Chair or delegate

Marianne Klein, CEO, Other leadership as appropriate

Safety | Effective | Custom Indicator

	Last Year		This Year	
Indicator #2	8.20	5	4.90	NA
Pain (Shalom Village Nursing Home)	Performance (2023/24)	Target (2023/24)	Performance (2024/25)	Target (2024/25)

Change Idea #1 Implemented Not Implemented

-Increase PT/OT and recreational involvement. -Increased education for pain assessment and implementation. - Ongoing physician medication reviews in collaboration with pharmacy consultant/liaison. - Education surrounding behaviour/s with identifying non-verbal cues that indicates/triggers pain.

Process measure

- complete Pain audits -committee monthly reviews -resident care conference

Target for process measure

- Increase mandatory staff education by monitoring surge learning completion. -Ensuring education is completed annually and with new hires. -Monitoring PCC pain values and trends -Monitor progress for the whole fiscal year.

Lessons Learned

Upon reflection, we were successful in implementing education provided by McMaster SPA LTC Palliative team regarding EOL pain management in collaboration with physician and pharmacy provider. A challenge we faced to implement the education was lack of staffing resources at times to attend monthly meetings while expected to monitor residents.

Safety | Safe | Custom Indicator

	Last Year		This Year	
Indicator #1	13.70	11.70	12.70	NA
Falls (Shalom Village Nursing Home)	Performance (2023/24)	Target (2023/24)	Performance (2024/25)	Target (2024/25)

Change Idea #1 Implemented Not Implemented

-Collaborate with PT/OT regarding falls risk level and functional level changes. - Increased referral and participation in the fitness club and Nursing Restorative program -With BSO team to identify residents at risk - Work closely with the "Standing Strong" committee and Monthly meetings

Process measure

- Falls review committee and monitor falls risk assessments -Monitor trends of fall incidents - Monitor fall-related injuries and requiring hospital transfers.

Target for process measure

- Decrease percentage of falls for residents -Ensure education is completed annually and for new hires. -Surge learning and in-person training participation - Monitor fall trends in PCC and Lifemark services -Monitor participation and collaboration with interdisciplinary team. -Will monitor over one fiscal year.

Lessons Learned

Upon reflection of lessons learned, we have implemented all of our changes ideas in our QIP. Challenges met were PT hours to conduct assessments and f/u on referrals for residents post falls.

Equity

Measure - Dimension: Equitable

Indicator #1	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of staff (executive-level, management, or all) who have completed relevant equity, diversity, inclusion, and anti-racism education	O	% / Staff	Local data collection / Most recent consecutive 12-month period	16.67	100.00	The target for these process measures is to have 100% of Senior and Departmental Leaders trained.	

Change Ideas

Change Idea #1 The Senior Level and Departmental Leadership Teams will complete equity, diversity, inclusion, anti-racism and anti-Semitism training.

Methods	Process measures	Target for process measure	Comments
Training provided to all members of the Senior and Departmental Leadership teams. Training will focus on understanding DEI, its relationship to identifying health inequities while specifically outlining anti-Semitism.	Percent of Leaders that completed this training.	100% of Senior and Departmental Leaders will have this training completed before the next QIP cycle.	Total LTCH Beds: 127

Change Idea #2 The Senior Level and Departmental Leadership Teams will complete anti-Semitism awareness education.

Methods	Process measures	Target for process measure	Comments
Training will be provided to all Senior Level and Departmental Leadership Teams.	Percentage of Senior and Departmental Leadership that completed this training.	100% of Senior and Departmental Leadership that completed this training.	

Experience

Measure - Dimension: Patient-centred

Indicator #2	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of residents who agree with the statement: "Staff listen to what I say, and I feel heard."	C	% / LTC home residents	In-house survey / January 1 to December 31, 2023	83.00	90.00	Percentage of Long Term Care Home Residents.	

Change Ideas

Change Idea #1 Promote the health and quality of life of long-term care residents by enabling social connections

Methods	Process measures	Target for process measure	Comments
Provide small group programming to promote resident interaction and psychological wellbeing.	% of residents participating in small group programming.	Collecting baseline.	

Change Idea #2 Support residents' councils and work with them to make improvements in the home.

Methods	Process measures	Target for process measure	Comments
In accordance with the Resident Bill of Rights, Shalom Village seeks feedback from Resident Council at monthly meetings at minimum.	Number of improvement ideas implemented as per Resident Council feedback.	Collecting baseline.	

Safety

Measure - Dimension: Safe

Indicator #3	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of LTC home residents who fell in the 30 days leading up to their assessment	O	% / LTC home residents	CIHI CCRS / July 2023–September 2023 (Q2 2023/24), with rolling 4-quarter average	10.91	10.50	Aspiring to meet HQO benchmark, while meeting provincial average for this indicator.	

Change Ideas

Change Idea #1 Provide staff education on prevention of falls

Methods	Process measures	Target for process measure	Comments
Provide internal/external resources education and training	percentage of staff members trained	100% nursing and recreation staff trained	

Change Idea #2 Ensure residents are receiving fracture prevention medication

Methods	Process measures	Target for process measure	Comments
In collaboration with our pharmacy provider, conduct medication reviews for fracture prevention medication. all residents and make recommendations to prescribers.	Percentage of residents receiving	100% of eligible residents will receive fracture prevention medication as prescribed.	

Measure - Dimension: Safe

Indicator #4	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of LTC residents without psychosis who were given antipsychotic medication in the 7 days preceding their resident assessment	O	% / LTC home residents	CIHI CCRS / July 2023–September 2023 (Q2 2023/24), with rolling 4-quarter average	21.65	20.00	Aspiring to reach HQO benchmark, while meeting provincial average for this indicator.	

Change Ideas

Change Idea #1 Quarterly interdisciplinary team meetings to review antipsychotic use, make recommendations, adjust antipsychotic doses and implement non pharmacological interventions where applicable.

Methods	Process measures	Target for process measure	Comments
Quarterly interdisciplinary team meetings discussing behaviours and antipsychotic medication usage and non pharmacological interventions	Percentage of residents using antipsychotic medication without a diagnoses of psychosis.	Aspiring to to meet HQO benchmark, while meeting provincial average for this indicator.	