

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 28, 2024

## OVERVIEW

In the February 2024 Survey, the Accreditation Decision Committee (ADC) granted Villa Colombo Homes For the Aged Inc. the award of Accredited with Exemplary Standing under the Qmentum Global (QGlobal) accreditation program. This is a milestone to be celebrated, commitment to providing safe, high quality health services.

Villa Colombo Homes for the Aged (Villa Colombo or the Villa) is a part of Villa Charities Inc., a registered not-for-profit charitable organization that provides long-term accommodation and care to the senior members of the Italian-Canadian community in Toronto. It is a distinguished ethno-specific facility, seamlessly blending Italian heritage into over 45 years of service. It is renowned for culturally tailored long-term care and community senior care.

Rooted in Canadian-Italian culture, Villa Colombo Toronto offers a rich tapestry of experiences, including cuisine, faith, and activities. Established in 1976 and expanded in 1989 and 2001, it now accommodates 391 LTC beds and 2 respite beds. Beyond residential care, Villa Colombo Toronto serves 750 clients through programs like Meals on Wheels and Adult Day Programs, all delivered with sensitivity to Italian heritage.

It stands as a pillar in providing compassionate care and community services; with a focus on preserving Italian heritage, the Villa demonstrates a longstanding dedication to the well-being of the community. It encompasses excellence in all aspects of Italian life and culture into the care and services it provides. Approximately 95% of the Villa's residents are of Italian descent. The facility is nestled in the heart of a ten-acre community complex located on the Villa Charities campus and backs onto acres of beautifully

landscaped grounds with distinct architectural features and fountains that emulate the serenity and tranquility of old Italy.

Villa Colombo Services for Seniors supports Residential Services, Palliative Care, Alzheimer's Adult Day Program and Transition Program, Frail Elderly Centre, Casa del Zotto, Caboto Terrace, and Casa Abruzzo.

Collaborating with care partners is crucial for supporting seniors' aging in place strategy, ensuring they receive comprehensive care and assistance while remaining in their own homes. This collaboration involves coordination between family members, healthcare professionals, community organizations, and caregivers to address seniors' physical, emotional, and social needs, ultimately promoting independence and well-being. This is evident through the facility day programs, independent living and supportive housing on the campus.

Although the LTC residents are more medically complex, physically heavier and more behaviorally responsive, the goals remain the same, providing restorative care, palliative care and improving their overall quality of life. Collaborating with healthcare partners is essential for residents in long-term care (LTC) facilities to ensure comprehensive and specialized care. This collaboration involves working closely with physicians, nurses, therapists, and other healthcare professionals to develop personalized care plans, monitor residents' health status, and address their medical needs effectively. By fostering strong partnerships, LTC facilities can enhance the quality of care and improve residents' overall well-being.

Review and reflection of care provisions, evaluating and continuously addressing ways to create efficiencies and support safe care delivery for the elderly population and sharpen/upgrade staff clinical skills to enable them to practice to their fullest scope of practice in LTC, has been recognized to be essential. Becoming a Best Practice Spotlight Organization demonstrates Villa Colombo's ongoing commitment to quality and excellence.

Redevelopment is looming and will be extensive over the next few years, redeveloping the original footprint of the organization will identify ongoing challenges impacting resident care from noise, debris, relocation contributing to confusion with the intention to develop a calmer, larger, quieter living space to enhance quality of care delivery with more preferred accommodations to contain, and prevent spread of infection as seen during the pandemic.

- 1) Person Family Centered Care is critical as well as reduction of emergency department visits for the residents. Coordination of medical and diagnostic services onsite, under one roof continues as major focus.
- 2) Resident safety being at the forefront, skin and wound early identification Pressure Injury/Ulcer Prevention, Provizio® SEM Scanner supports clinicians to identify specific anatomical areas at increased risk of pressure injury/ulcer (PI/U) development on admission and five days\* earlier than visual skin assessments is being implemented in collaboration with PCC, to transfer the data from the scanner into the resident health record.
- 3) Additional Nurse Practitioner recruitment is being pursued to support the medical team and initiate interventions to treat onsite.
- 4) Building capacity internally for initiating IV antibiotic therapy.
- 5) Ensuring resident safety, falls prevention and intervention to decrease fractures using Fracture Risk Scale & hip protectors.

6)Facilitating ongoing decrease of antipsychotic utilization for residents without a diagnosis of psychosis, increase Behavioral Support and Restorative Care Programs

7)June 2022, Villa Colombo received RNAO-BPSO designation and currently is in the sustainability phase of the project. Leading in this area, sharing and supporting other facilities as a resource speaks to the organizations ongoing sharing and developing champions inthe industry.

8)Ongoing commitment to becoming OHT-BPSO designated June2024 then sustaining this designation.

## ACCESS AND FLOW

Villa Colombo is continuously improving processes, implementing cutting edge technology software and programs to create efficiencies while maintaining resident safety.

1) Currently Villa Colombo will go live with Project AmPLIFI in collaboration with Humber River Hospital, Michael Garron Hospital and Mount Sinai.

- Project AMPLIFI allows for the exchange of clinical information between hospitals and Long-Term Care Homes (LTCH)
- The exchange of information will be facilitated through the hospital's health information system and PointClickCare
- Clinical information including medications & problems will be readily available & reconcilable directly in the resident's chart
- Project AMPLIFI aims to improve continuity of care for our residents and increase resident safety by reducing transcription andmedical errors during care transitions

When a Long-Term Care Home resident is admitted to the hospital,

the following information is viewable within the hospital health information system:

- Medications Administered • Results • Vital Signs • Procedures • Assessments • Resident Demographics • Care Team & OHIP

When a Long-Term Care Home resident is admitted to the hospital, the following four (4) data

sets can be reconciled directly into the resident's hospital chart:

- A – Allergies
- M – Medications
- PL – Problem List
- I – Immunizations

When a resident is discharged back to the Long-Term Care Home, the following information is viewable by staff at the LTCH (pending clinical activity anddocumentation when the resident was at the hospital):

- Reason for Visit • Encounter Details • Allergies • Immunizations • Social History • Vital Sign Data (Last Filed) • Nutrition • Discharge Summaries • Plan of Treatment • Procedures • Results • Visit Diagnosis • Administered Medications
- Additional Health Concerns • Advance Directives • Care Team and Insurance Information

When a resident is discharged back to the Long-Term Care Home, the following two (2) data sets can be reconciled in the LTCH resident's chart:

- M – Medications
- PL – Problem List

2) Pharmacy Led Medication Reconciliation is another project being rolled out in the facility to better align and support medication accuracies for residents from community/ and or acute care transitioning/readmission to LTC.

3) In collaboration with HRH, Villa Colombo has been participating in the PREVIEW-ED utilization, monthly data collection & review impacting decrease in ED visits by proactively identifying change, early detection of resident health status. As well as utilization of the LTC++ services available for clinical specialties without having to go to emergency for diagnostics and special tube insertions and clinics.

4) Villa Colombo has been successful in recruiting a Nurse Practitioner for the facility to support in place medical assessment and follow up. N-LOT services continue to support timely assessment and interventions as required. IV therapy education planned for registered staff to support antibiotic utilization through IV treatment to avoid/resident transfer to hospital.

5) Ongoing clinical gap analysis with RNAO-BPSO designation and upcoming OHT-BPSO designation June 2024.

6) Recognizing negative outcomes with transferring frail elderly residents to Emergency Department, Registered staff are being educated and certified on initiating and maintaining IV therapy treatments for antibiotics, not hydration as Hypodermoclysis is already available in the facility.

7) Actively involved in the Collaborative Project with CRLI, Palliative Approach to Care, Advanced Care Planning and Goals of Care, Villa Colombo has been focusing on Palliative care strategies to positively

impact comfort care model to change the landscape at end of life care by utilizing outcome scores indicative of early identification.

8) Although Villa Colombo has a geriatrician dedicated to supporting the Home weekly, we are currently reviewing the addition of a Palliative Care physician as the transition to Palliative Approach to Care is being established.

## **EQUITY AND INDIGENOUS HEALTH**

Villa Colombo has integrated advancing equity, diversity & inclusion through "What Harmony Movement does"...

They are a leading provider of diversity, equity & inclusion training and leadership programs in Ontario.

They encourage critical thinking, courageous conversations and empathy building to support an inclusive work environment.

Although Villa Colombo is designated Ethno-specific, Italian LTC facility, the resident demographics has been changing and the staff providing the care are multicultural.

Villa Colombo hosted its first Diversity, Equity and Inclusion education for the leadership team as well as the frontline staff November, December 2024. More education sessions will be booked in 2024 in efforts to reach at least 50% of the staff population.

Total staff for the facility is 550. Only 27% staff have received this education till date.

Leadership attendance was 23 staff.

Frontline Staff attendance was 125.

Topics covered were:

- 1) Identity Categories: Age, Disability, Neurodiversity, Socio-economic status & access to resources, Sexual Orientation, Gender Expression & Gender Identity, Religion & Spirituality, Citizenship, Immigration or Refugee status, Mental Health & Mental Illness, Language & Culture, Ethnicity & Racial Identity
- 2) Unconscious or Implicit Biases: assumptions, beliefs, or attitudes we have towards groups of people that affect how we view and interact with them
- 3) Racism, Sexism, Ableism, Heterosexism, Classism = Prejudice + Power
- 4) Levels of Social Change : 1) Personal 2) Communal 3) Systemic
- 5) Changing Your Language to Gender Neutral Language
- 6) Responding to Discrimination
- 7) Strategies to Cultivate Inclusive Workplace
- 8) What does it mean to be an ally?
- 9) Intervening as a Form of Leadership
- 10) Stop - Start - Continue... next steps

## **PATIENT/CLIENT/RESIDENT EXPERIENCE**

Villa Colombo's strategic goal is continuous quality improvement,

input from residents, clients, families, staff, care partners, visitors, regulatory governing bodies, inspections and identifying trends generate development into action plans and incorporated into the Home's quality projects. All resident care indicators are monitored both internally and externally, benchmarked against the Provincial marker as the team strives to achieve results better than the Provincial targets.

Strategic Direction #2: Be a leader in long-term care and seniors' services through our excellence both in providing solutions which address the increasing complexity of needs of residents and clients, and in being a constructive collaborator and advocate in the sector. We will achieve this by:

- Ensuring the highest quality of services and the safety and satisfaction of our residents, clients, and families.
- Pursuing specialized services at Villa Colombo Toronto that can increase the quality and efficiency of our services and better serve the needs of our residents and clients.
- Practicing thought leadership in sector collaboratives to strengthen partnerships and enhance the impacts of Villa Colombo Toronto's services and programs.
- Championing the interests of long-term care at the Ontario Health Team to increase equity for seniors in the healthcare system.

Family Resident partnership and feedback is critical in identifying and developing the quality plan for the facility.

Annual Resident/Family Satisfaction Surveys are completed and action plans created to address the low rating sections.

2023 Top areas of strength:

(Scores ranging from 86%-92% - Usually/Always)  
Residents

- 1.Opportunities to participate in activities.
- 2.Home is clean and tidy.
- 3.Activities provided.
- 4.Respect for privacy.
- 5.Building and grounds.

#### Families

- 1.Temperature in the home.
- 2.Staff treatment of family members.
- 3.Building and grounds.
- 4.Cleanliness and tidiness of the home.
- 5.Meeting family member's daily care needs.

2023 Top areas for improvement are:

(Scores ranging from 16%-29% - Never/Sometimes)

#### Residents

- 1.Daily care that meets residents' needs.
- 2.Temperature in the home.
- 3.Concern/complaint process.
- 4.Staff support for accessing other health care professionals.
- 5.Pleasurable mealtime.

#### Families

- 1.Laundry Services are good.
- 2.Staff availability to family members.
- 3.Family updates on health of residents.
- 4.Physician explanations.
- 5.Odours in the home.

MLTC Compliance reports, internal family/resident concerns and complaints are tracked, trended and become quality initiatives.

Villa Colombo prides in leading edge practices, technological advancements in efforts to streamline clinical processes to avail the staff in giving back quality time to resident care.

Family members participate at the Board of Governors level, Quality and Risk, in facility committees such as IPAC, CQI, Pain & Palliation, Falls, Restorative & BSO Committee. They are provided data at Resident/Family Councils and family members at large through town halls and newsletters.

### **PROVIDER EXPERIENCE**

The Pandemic has contributed to many challenges and strains placed on the staffing from medical leaves, recruitment and retention concerns, wage disparity in addition to decreased staff morale from overwork, burnout and social changes in work etiquettes and team/ relationship building opportunities. In addition to this, Bill 124 staff wage freeze and lapsed union contracts has placed strain on the employee-employer relations. Despite the struggles, Villa Colombo has been mindful of following the IPAC directives and has been actively involved to revive the internal STAR (Staff Thanks and Recognition) committee who fund-raise for staff events to appreciate staff's work, their contributions and help boost camaraderie and morale. This is demonstrated through staff barbeques, Christmas Dinner and Dance event, Easter Chocolate deliveries, fund raising events, staff retirement and years of service awards. This committee has diverse members from all departments to create fun opportunities in the workplace to help decrease stress and build positive team dynamic.

Thinking outside the box means tapping into supports and resources/programs offered by the government to bridge gaps and

develop future staff skills with opportunity to recruit.

1) CLRI-The Preceptor Resource and Education Program in Long-Term Care (PREP LTC) provides long-term care (LTC) homes funding to help increase the quality of and capacity for clinical student placements in Ontario.

PREP LTC helps address the staffing needs of the LTC sector by providing funding, education and resources to Ontario LTC homes to build capacity for clinical student placements. The project also equips preceptors in LTC to support positive and successful student placements. In Year 3 of the program, LTC homes will be eligible to enroll and register to receive additional funding to support the coordination of clinical placements. This option ensures all homes have the opportunity to access the funds.

2)PSW Stipend Program-Attracting New PSW Graduates to Long-Term Care and Home and Community Care Sectors

Ontario is providing incentive funding to attract personal support workers (PSWs) to work in long-term care homes as well as home and community care agencies.

Available funding provides:

-up to \$5,440 to PSW students as a stipend during their clinical placement in a long-term care home and/or home and community care employer;

-\$10,000 to recent PSW graduates in exchange for a 12-month commitment to work in a long-term care home or for a home and community care employer; and

-an additional \$10,000 to support relocation costs for those recent PSW graduates committing to work in a long-term care home or

with a home and community care employer in a rural, remote, or northern area for 12 months.

3) Exploring Humber College Learn to Earn Program

-Humber College and the Ontario government are expanding the Learn and Earn Accelerated Program for Personal Support Workers in Long-Term Care (LTC). With the goal of training up to 600 new personal support workers (PSWs) across the province, this online program is designed to expedite the training process for current LTC staff, including resident attendants and dietary aides, enabling them to become certified PSWs.

4) Supporting professional student placements through their respective colleges and familiarizing students with the LTC environment opportunities such as Humber College, Medix, Trios, Yorkdale Adult Learning, Academy of Learning, The Metropolitan University Program for Registered staff, Georgian College.

5) International registered nurses onboarded, recruited into PSW positions while awaiting certification, licensing and registration with College of Nurses.

6) SPEG Nurses completing internship of supervised practices withRNAO.

7) Engaging the supportive community environment to onboard programs to further expand teaching opportunities for upcominghealth care workers.

8) Ontario Summer Students Initiative Program application submissions each year successful to employ 2-3 students for



summer work and share LTC placement opportunities to grow and create awareness of future possibilities.

9) Ongoing participation in Investing in Neighbors Program, bringing on staff for specific tasks to for train skill sets to support future employment opportunities.

## SAFETY

Supporting quality improvement, enhancing a safe and just culture, and improving the success of incident analysis, are key areas in recognizing gaps, near misses and provide opportunities to close the loop to ensure incidents do not occur again. Resident assessments, policies and practices uphold all care delivery expectations.

At Villa Colombo, resident incidents are reviewed by the clinical team, by way of assessments, post incident debrief tools, unit huddles, risk management reports, quarterly analysis and reporting up into the Professional advisory committee with analysis and proactive action plans to mitigate risk. Areas in resident clinical data are reviewed, identified for the facility to the Quality and Risk Committee of the Board to further strategize mitigation plans.

Information is shared with residents/families and staff through Resident/Family Council and staff general meetings. Processes and feedback mechanisms to share lessons learned and experiences at Villa Colombo demonstrates accountability through complete transparency. Villa Colombo will conduct Failure Mode Effect Analysis when high risk situations are identified and will implement measures to prevent further incidents/events.

Resident safety examples: learning from incidents through PCC Risk Management quarterly data review and analysis.

Resident stories: RNAO knowledge exchange sessions demonstrating resident experience leading change processes. Resident Safety and Incident Management Toolkit provides a set of resources that focuses on actions to take following resident safety incidents: Risk Management in PCC, MediSystem medication incidents & Critical Incident System MLTC.

Long-term care: Annual Multidisciplinary Care Conferences, daily, weekly, monthly unit huddles at resident bedside.

There is a policy for reporting and disclosing incidents. In a culture of patient safety, the organization fosters a just culture environment that supports non-punitive reporting with opportunities to improve the system to prevent future reoccurrences. A root cause analysis is conducted for each incident to assess contributing factors and identify recommended actions for improvement. The incident analysis findings from the incident management system are shared with the governing board, staff, clients, and families.

Villa Colombo is proud of its most valuable asset, its staff who are committed and loyal to the organization—with a high rate of staff satisfaction and low turnover. Newly hired employees undergo a structured comprehensive orientation program to facilitate their integration into their roles and the organization.

Ensuring the safe delivery of care is of utmost importance to the organization, which provides staff with continuing education and training. Staff members are required to complete the SURGE and SAFETY-27 annual mandatory online training programs, covering

various themes tailored to their specific job descriptions. Internal or external resources are utilized to deploy educational training activities. Staff express high satisfaction with the educational learning opportunities provided by the organization. All staff training activities are recorded in a centralized electronic register and accessible to all managers.

Action plans are developed based on the results obtained from the Staff Work Life Pulse Survey and the Canadian Safety Patient Culture Survey completed by employees ahead of Accreditation. These action plans were presented to the staff for input and have become ongoing quality initiatives embedded into daily care delivery and process practices.

The Villa was designated as a Best Practice Spotlight Organization (BPSO) by RNAO in 2022 for both preventing elder abuse and promoting safety through alternative approaches to the use of restraints. The organization has implemented RNAO's best practice in these areas to enhance the quality of care for the residents.

Ongoing upgrading of Medical Safety Devices and practices continues as the Home has been implementing best practices through advanced technological appliances, programs, software and basic streamlining of processes to eliminate risk of error for the resident. This is demonstrated with Stat dispensing Cabinet, upgrading PCC foundational software to support Order Management, TaperMD, Secure Conversation with Practitioner Engagement and Pharmacist led medication reconciliation. We are currently reviewing medication barcode scanning and e-prescribing capabilities.

Implementation of single entrance to the facility for visitors, families,

contractors and the public with a newly renovated receptionist space and identified staff entrance with FOBs and picture identification has further secured the Home to prevent unwanted visitors, and theft.

## **POPULATION HEALTH APPROACH**

Villa Colombo provides and supports multilevel health care services within the community from supports in the independent care living units, day programs for seniors from mild to advancing dementias, supporting medical care needs, activities of daily living and moving right into LTC admissions into the facility.

The Community Health Services provided by Villa Colombo include the following ambulatory day programs: frail elderly, transition, and adult day. Additionally, they offer assisted living and independent living housing for seniors residing at Casa del Zotto, Casa Abruzzo, and Casa Terrace. Seniors benefit from subsidized government services such as personal care, light housekeeping, and medication supervision. Access to these services is coordinated by Home and Community Care of Central Toronto, with the aim of maintaining clients at home for as long as possible.

In case of on-site medical emergency situations during the day programs, each resident has their medical diagnosis and medication lists available for when a code is called for additional medical nursing supports from the LTC sector to assess and/or recommend follow up with their community health care office or transfer to hospital for immediate follow up.

Villa Colombo has held vaccine clinics and administered the community clients, seniors in the apartments with vaccines, education on IPAC, hand hygiene in English and Italian. As well as

proactively participating in the North Western OHT working with COPD and CHF working groups to target creating clinical care pathways for this population group. Villa continues to expand the Meals on Wheels Program into the community and has seen a significant increase as more meals are required to support the seniors in their homes with fresh cooked meals to sustain them in their homes as long as possible.

During COVID-19, the ambulatory day programs were halted for a year. The activity volume in the ambulatory day programs is gradually returning to pre-pandemic levels. This closure showed significant medical care decline and social isolation for clients unable to attend yet required the services.

Client care plans for the served clients are developed, with consideration given to documenting the specific activities in which the client participates when attending the ambulatory day programs. The teams of the community health services are encouraged to track indicators measuring client outcomes and the current processes.

The residents surveyed, both at the ambulatory day programs and in the supportive housing services at the independent living housing for seniors, expressed a high rate of satisfaction with the services provided by a caring and dedicated team.

### CONTACT INFORMATION/DESIGNATED LEAD

Angela Gauthier Chair Quality Risk to the Board of Governors.  
Nikki (Harminder) Mann, RN, Director Resident Services  
Shirley Viaje RPN, Quality and Digital Health Lead

### 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 28, 2024



Board Chair / Licensee or delegate

Administrator /Executive Director

Quality Committee Chair or delegate

Other leadership as appropriate